

INSTITUTE OF CHARTERED SHIPBROKERS

2008 EXAMINATIONS

THURSDAY 1 MAY – MORNING

PORT AND TERMINAL MANAGEMENT

Time allowed – Three hours

Answer any **FIVE** questions – All questions carry equal marks

1. Answer both parts;
 - (a) What are the main components of the port planning process? Explain them in detail.
 - (b) Discuss with the use of relevant examples how the port planning exercise helps port managers to overcome their day to day difficulties.

2. You are a Managing Director of a bulk handling port. Prepare a report to the Board of Directors explaining the “strategic port planning” process and your proposed “strategic plan” for the port.

3. Discuss the port ownership models, their evolution over the years and the current position, with examples from differing geographical locations.

4. ‘Port security changed overnight after 9/11’. Critically analyse this statement, giving examples of legislation and actual port practice implemented since then.

5. You are the Marketing Manager of a general cargo terminal. You have been approached by a major shipping group who have displayed an interest in using your port.
Using recognised marketing tools construct a proposal.

- 6.** As a Container Terminal Manager, you have been requested to produce a paper for the forthcoming Board meeting by your Director. You are expected to report on developments in containerisation as a derived demand to the growth in globalisation, and advise what effects this may have on port planning for the next decade.

- 7.** Discuss the methods available for financial and economic appraisal of port investment with their own merits and demerits; what are the main risk factors involved in port investment projects? Explain how risks can be managed.

- 8.** What are the important elements that ports should consider in pricing services? Discuss how the pricing and the service quality can be structured in order to create a competitive advantage. Examples are required in the answer.

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PORT & TERMINAL MANAGEMENT (PTM)

2008

EXAMINER'S REPORT

QUESTION ONE - PORT PLANNING PROCESS

Generally candidates handled this question competently. However candidates tended to struggle with applying a strategic answer to the question, in terms of discussing annual, medium and master planning.

Most candidates did however manage to address the salient issues, however not in any structured form.

QUESTION TWO = BULK HANDLING PORT

Once again candidates tended to “muddle through” with this question. Very few offered a formalised SWOT analysis of the situation. However, in a slightly truncated fashion the candidates seemed to grasp enough of the salient aspects to merit pass marks for this question.

QUESTION THREE - PORT MANAGEMENT MODELS

Well answered on the whole. Candidates appeared to be comfortable with this question, and constructed strong answers, which focused on Port ownerships with which they had personal experience. Most candidates were, however, restricted by their limited knowledge to discussing a maximum of three port ownership models.

QUESTION FOUR - PORT SECURITY

Again a well answered question, during which candidates displayed a good knowledge specifically on the implementation of the ISPS code globally post 9/11. Disappointingly few candidates made mention of other systems such as the C-TPAT security alert systems.

QUESTION FIVE - GENERAL CARGO TERMINAL

An open-ended question, for the candidate to display the variety of services, which could be offered at a general cargo terminal. Well handled by the few who selected this question.

QUESTION SIX - CONTAINER TERMINAL

Candidates displayed a good knowledge of container terminals and operations. However slightly disappointingly some struggled to grasp fully the issues related to the future developments and the global trends inherent in the Container market. Also the formal aspect of producing a report for a board meeting was not handled particularly well.

QUESTION SEVEN - FINANCIAL AND ECONOMIC APPRAISAL

Candidates struggled with the financial question. And a few were very poorly handled, showing a very limited amount of knowledge, especially in terms of applying the usual 'tools' of investment appraisal.

QUESTION EIGHT - PRICING SERVICES

Another question, which was by its nature theoretical, candidates found this question difficult and struggled to relate their day-to-day working experiences into this question.

CONCLUSION

Being a new examination there was a relatively small number of candidates therefore it is difficult to supply comments that are particularly quantifiable. However what was clear was with the theoretical type questions such as 1,7 & 8, candidates tended to struggle. Whereas the questions that asked specific "operational" type questions were much more comfortably handled.