



ICS Examiners Report

Port and Terminal Management

Overall Comments Guidelines

The overall standard for the Port and Terminal examination in May 2023 was high. Students did well to display a wide knowledge of the synopsis and could also introduce working examples into their answers. The students did tend to struggle on questions regarding funding and financing port related projects, and surprisingly there was some modest answers on the question of cash flow, where students confused cash flow management with profitability.

Overall Comments

The questions were chosen from a wide range of subjects within the syllabus. Freeport, cash flow management. Port ownership, berth performance indicators, funding for port related projects, abbreviations port competition and port planning.

Question One

Freeports

This question was well answered. Students were able to convey both the principals of Freeports and also the various benefits to both the port and equally as importantly the wider business and community surrounding the ports.

Students were able to define that companies importing raw materials and exporting finished products are the main beneficiary from freeports as they can benefit from taxations and customs benefits to both incoming and outgoing cargoes. Also, the wider community benefits in terms of job creation and investment into the wider supply chain were also mentioned by students.

Question Two:

Port Ownership

This question proved to be very popular with a high percentage of students able to discuss Public, and private ownerships along with landlord and tool port ownership models.

Students who attempted this question achieved high marks.

Question Three

Students were comfortable in discussing the major berth performance indicators, this question was generally well handled and the students who chose to tackle it generally received high marks, although in some cases the students struggled to name the specific ratios, which was disappointing.

Question Four

Some students struggled with the concept of ports improving their cash flow. Very few students were able to offer the salient solution which was to insist on pre-funding from ship owners or via the port agents.

Some students were able to offer information on improving debt control and limiting credit agreements.

Unfortunately, some students confused cash flow with profitability and ventured into areas which would benefit the overall profitability of the business, yet not improve cash flow.

Question Five

Students struggled with the concept of funding and financing port related projects. Many could offer only a rudimentary knowledge on the subject. Others were able to offer commentary on funding primarily through a range of governmental and non-governmental sources.

Question Six

The question on abbreviations were very well answered, nearly all students who attempted this question were able to answer SPM (Single Point Mooring) AGV (Automated gantry vehicle) and UNCTAD (United Nations council for Trade and Development) well. The concept of ISO (International organisation for Standardisation) caused some issues and LCL (lesser container load) was rarely attempted.

Question Seven

The question on the four major types of competition created two quite distinct types of answer. The majority of students were able to offer the prescribed four major types, namely horizontal, vertical, segregated and aggregated.

Unfortunately, a number of students offered localised interpretations

Question Eight

The majority of students who attempted this question were comfortable to discuss the four major types of port planning. Namely Operational planning, Annual Planning, Medium term planning and long-term planning.

The students who attempted this question, generally achieved high marks.