

Indian Maritime University
(A Central University, Govt of India)
End Semester Examinations – December 2025
Programme Name: MBA (PSM) - Semester: III
Subject Code: PG21T3303
Subject Name: PPP IN PORT DEVELOPMENT

Date: 10.12.2025

Max Marks: 60

Duration: 03 Hrs

Pass Marks: 30

General Instructions

- (i) All Sections (A, B & C) are to be attempted.
- (ii) Options, if any, are specified in respective section.

Section A

Ten MCQs/Fill in the Blanks of 01 Mark each – Choose the correct answer as applicable.

- 1.** A *Concession Agreement* in PPP projects typically involves:
 - A. Transfer of ownership of the asset to the private partner
 - B. Granting the right to operate and maintain an infrastructure facility for a fixed period
 - C. Complete privatization of services
 - D. Leasing government land permanently
- 2.** *Value for Money (VFM)* in PPPs refers to:
 - A. The lowest financial cost to government or the private sector
 - B. The optimal balance of cost, quality, and risk transfer between public and private sectors
 - C. The profit earned by private partners by partnering with government
 - D. The total project cost reduction by involving private sector
- 3.** Which of the following is *not* a benefit of PPP?
 - A. Access to private capital and innovation
 - B. Better risk allocation
 - C. Quick government ownership transfer
 - D. Improved efficiency in service delivery
- 4.** *Viability Gap Funding (VGF)* is:
 - A. A penalty imposed on non-performing concessionaires
 - B. A capital grant by government to make PPP projects commercially viable

- C. A fund for maintenance activities
- D. A cost recovery mechanism through tolls

5. IIFCL (*India Infrastructure Finance Company Limited*) mainly provides:

- A. Long-term finance to infrastructure projects
- B. Subsidies for rural development
- C. Short-term working capital loans
- D. Grants for public education

6. The *KEY difference between a contract and a concession* is that:

- A. A contract includes ownership transfer; a concession does not
- B. A concession allows revenue collection from users, while a contract usually pays a fixed fee
- C. Both are identical legal instruments
- D. A contract has longer tenure than a concession

7. In the Indian port sector, *Landlord ports* are characterized by:

- A. Private ownership and operation
- B. Public ownership of land and assets, private operation of terminals
- C. Complete government operation of services
- D. Outsourced marine services only

8. *Unsolicited bids* in PPPs refer to:

- A. Projects proposed by private entities without government invitation
- B. Projects funded only by multilateral agencies
- C. Bids rejected in the first stage
- D. Proposals invited through Expression of Interest (EoI)

9. *Climate-smart PPPs* aim to:

- A. Maximize short-term returns
- B. Integrate low-carbon and resilience goals into infrastructure projects
- C. Exclude environmental safeguards
- D. Prioritize fossil-fuel-based energy projects

10. *Ease of Doing Business* in the context of PPPs is improved by:

- A. Strict regulatory approvals
- B. Transparent procurement and streamlined clearances
- C. Delayed payment schedules
- D. Excessive renegotiation

Section B

ANSWER ALL- Five Questions of 02 Marks each

11. What is Public–Private Partnership (PPP)?
12. Explain the difference between explicit and implicit government guarantees.
13. Define bankable project.
14. Enlist any two stumbling blocks in PPP implementation?
15. Identify the role of capacity building in successful PPPs?

Section C

Seven Questions of 8 Marks each - any 05 questions to be answered.

16. Explain the features of climate-smart PPP projects
17. Explain the merits and demerits of considering an “unsolicited proposal” and explain the parameters on which the proposal is evaluated.
18. Explain the advantages and disadvantages in developing a green field project under PPP in comparison to developing a brown field project
19. Explain the broad factors that influence the decision of a financier in financing a PPP project
20. Explain the functions of a regulator in PPP ecosystem
21. Describe Economic and Social Benefits of PPP projects
22. A container terminal managed by Public Port authority hitherto is transferred for development and operation under the PPP format. Explain the expected improvements