



Strathmore
UNIVERSITY

**STRATHMORE UNIVERSITY BUSINESS SCHOOL
BACHELOR OF SCIENCE IN SUPPLY CHAIN & OPERATIONS MANAGEMENT
END OF SEMESTER EXAMINATION
SCM 3206: SUPPLY CHAIN FOR CONSULTANCY SERVICES AND PUBLIC PRIVATE
PARTNERSHIPS**

Date: 5th December 2022

Time: 2 hours

Instructions

1. This examination consists of **FIVE** questions.
2. Answer Question **ONE (COMPULSORY)** and any other **TWO** questions.

QUESTION ONE (30 MARKS)

Read the case below and answer questions that follow.

Jane Adhiambo, a supply chain consultant, was contracted by Sublime Manufacturing Ltd (SML), client organization, to undertake a supply chain consultancy for development of a re-engineered process for the supply chain function. SML had been experiencing instances of delayed importation of products from overseas. In addition, overstocking of raw materials and running out of critical raw materials was common for the last one year that was reviewed. The demand forecast data was also not working. The last external audit on the supply chain revealed major issues in managing the cashflow which was linked to the supply chain.

Jane Adhiambo was a supply chain consultant; however, her key specialization was procurement and she did not have experience in inventory management and demand forecasting. As Jane Adhiambo was undertaking the consultancy service, she relied only on the brief that was given for the assignment and skipped the discovery stage/gap analysis stage. SML did not give a proper brief to Jane Adhiambo on the state of affairs of the supply chain as the client organization wanted the supply chain consultant to come up with a conclusion similar to their own internal diagnosis. While giving her recommendations, Jane Adhiambo requested the management to consider changing the method of demand forecasting from exponential smoothing to weighted average method.

Due to her vast experience, Jane Adhiambo was at the same time contracted by Habivec Manufacturing Ltd which was a competitor to SML. This information was not disclosed to SML. Jane Adhiambo used some of the information collected from SML to carry out her consulting work at Habivec Manufacturing Ltd. While making her final reports, she was meant to share the report directly with the Chief Executive Officer of SML. However, since she was a close acquaintance of the Chairman, she shared her report with the Chairman instead of the Chief Executive Officer.

- (a) Highlight **TWO** possible consequences of Jane Adhiambo's unethical behaviour to the client organization **(2 Marks)**
- (b) Discuss **TWO** kinds of information that Jane requires to make an appropriate opinion on the supply chain re-engineering programme at SML **(4 Marks)**

- (c) Explain the role of Jane as a supply chain consultant in the implementation of the re-engineered processes **(8 Marks)**
- (d) Advise Jane on the FOUR salient characteristics of the output expected by SML on the consultancy engagement **(8 Marks)**
- (e) Using an appropriate model, explain the ideal steps Jane should use in solving the problems presented by SML **(8 Marks)**

QUESTION TWO (20 MARKS)

- a) Describe FOUR main differences between Internal Supply chain Consultants and external supply chain consultants. **(8 Marks)**
- b) Suggest THREE merits of a disaggregated Consultancy value chain **(6 Marks)**
- c) Explain the following common terms used in Public Private Partnership (PPP) Projects **(2 Marks each)**
- i. Greenfield projects
 - ii. Brownfield projects
 - iii. Special purpose vehicle (SPV)

QUESTION THREE (20 MARKS)

- a) Upon completion of the supply chain consultancy project, it is important to evaluate whether the intended objectives have been met. Highlight FOUR questions that can be asked while conducting an evaluation **(4 Marks)**
- b) With relevant examples, Discuss FOUR the characteristics of supply chain consultancies. **(8 Marks)**
- c) Justify FOUR factors that may be used to determine suitability of PPPs projects. **(8 Marks)**

QUESTION THREE (20 MARKS)

Raw Power Limited (RPL) is a public entity which generates electricity using thermal technologies. The organization uses Heavy Fuel Oil (HFO) in running its turbines to generate power. With increasing prices in petroleum products, RPL has determined that this model of generation is unsustainable. The organization wishes to venture into geothermal power generation technologies having procured land in Kedong Valley. The capital investment for the project is prohibitive hence the organization is exploring going the Public Private Partnership (PPP) way.

- a) Apart from project financing, explain other FOUR justifications for RPL to venture into Public Private Partnership arrangement. **(8 Marks)**
- b) RPL is considering using the PPP structure; “Build-Own-Operate -Transfer” (BOOT), Describe this approach, highlighting its TWO merits. **(4 Marks)**

- c) As a Supply Chain Consultant, highlight FOUR factors that will give you a competitive edge when soliciting consulting assignment. **(4 Marks)**
- d) Highlight FOUR primary activities in the supply chain consultancy value chain. **(4 Marks)**

QUESTION FOUR (20 MARKS)

- a) Supply chain consultancy is a scientific process and is undertaken using a defined and methodical structure. Using an appropriate model, suggest FIVE phases of Supply Chain Consultancy Cycle. **(10 Marks)**
- b) Many times, the supply chain consultant's perspective might contradict the expectations of the client organization. Explain THREE circumstances in which supply chain consultant and client might have different views **(6 Marks)**
- c) The definitions of Public Private Partnerships have been presented by different agencies/bodies. Highlight FOUR outstanding aspects that seems to cut across these definitions. **(4 Marks)**

QUESTION FIVE (20 MARKS)

- a) Kosce Limited wishes to invite consultants to carry out Customer Satisfaction Survey for the financial year 2021. The organization intends to use Quality and Cost Based Selection(QCBS) Method. You have been invited by the user department to guide on the contents of the Terms of Reference (ToRs). Suggest FOUR areas that should be included in the document **(8 Marks)**
- b) In the above case, you have heard the users suggesting that the evaluation criteria should adopt "75/25" model. What does this mean in your view? **(2 Marks)**
- c) In implementation of solutions, Consultants need to be aware that the change management process is structured. Using an appropriate model, explain THREE steps in the Change management Process **(6 Marks)**
- d) Highlight FOUR reasons for failure in Supply Chain Consultancy projects. **(4 Marks)**

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