



STRATHMORE 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: Thursday, 5th December 2024

TIME: 10:30 – 12:30

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 study below and answer the following questions that follow;

Catherine, a supply chain consultant, was contracted by Sublime Manufacturing Ltd, client organization, to undertake a supply chain consultancy for development of a re-engineered process for the supply chain function at Sublime Manufacturing Ltd. Sublime Manufacturing Ltd 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 for Sublime Manufacturing Ltd. The last external audit on the supply chain revealed major issues in managing the cashflow for Sublime Manufacturing Ltd, which was linked to the supply chain.

Catherine was a supply chain consultant; however, her key specialization was procurement and she did not have experience in inventory management and demand forecasting. As Catherine 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. Sublime Manufacturing Ltd did not give a proper brief to Catherine 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, Catherine requested the management to consider changing the method of demand forecasting from exponential smoothing to weighted average method.

Due to her vast experience, Catherine was at the same time contracted by Bratislava Manufacturing Ltd which was a competitor to Sublime Manufacturing Ltd. This information

was not disclosed to Sublime Manufacturing Ltd. Catherine used some of the information collected from Sublime Manufacturing Ltd to carry out her consulting work at Bratislava Manufacturing Ltd. While making her final reports, she was meant to share the report directly with the Chief Executive Officer of Sublime Manufacturing Ltd. However, since she was a close acquaintance of the Chairman of Sublime Manufacturing Ltd, she shared her report with the Chairman instead of the Chief Executive Officer.

- a) Apart from introducing changes, explain **Four** other reasons why Sublime Manufacturing Limited may benefit from engaging Catherine as a consultant. **(8 Marks)**
- b) Discuss **Four** factors that may contribute to the poor performance of a supply chain consultant. **(8 Marks)**
- c) Explain **Three** things that Catherine should do to overcome the limitations of her experience with regard to this consultancy work. **(6 Marks)**
- d) Suggest **Four** reasons why Sublime Manufacturing Limited chose to use external supply chain consultants as opposed to internal Supply Chain Consultants **(8 Marks)**

QUESTION TWO (20 MARKS)

- a) The Terms of Reference (ToRs) of any consultancy project is usually drafted prior to issuance of the Request for Proposals (RFP). Explain **FOUR** purposes of a comprehensive Terms of reference. **(8 Marks)**
- b) Discuss **Four** Characteristics of Private Partnership (PPP) arrangements as described in the Public Private Partnership Act of 2021. **(8 Marks)**
- c) Explain the following common terms used in Public Private Partnership (PPP) Projects **(2 marks each)**
 - i Private by concession contract
 - ii Special purpose vehicle (SPV)

QUESTION THREE (20 MARKS)

- a) For purposes of ensuring that the output of the consultancy meets the intended purpose of the client organization, Discuss **FOUR** minimum requirements that the consultants must observe. **(8 marks)**
- b) Highlight **FOUR** roles of Technical Advisors in Public Private Partnership Projects. **(4 marks)**
- c) With relevant examples, Discuss **FOUR** the characteristics of supply chain consultancies. **(8 marks)**

QUESTION FOUR (20 MARKS)

- a) Supply chain consultancy is a scientific process which is undertaken using a defined methodical structure. Using an appropriate model, suggest **FIVE** phases of Supply Chain Consultancy Cycle. **(10 marks)**

- b) Explain **FIVE** justifications for an organization to engaging in Public Private Partnership (PPP) Project arrangement. **(10 marks)**

QUESTION FIVE

(20 MARKS)

- a) The supply chain consulting market is vast, with various specializations and applications. Suggest **FOUR** areas which can be covered in the supply chain consulting market. **(8 marks)**
- b) During a consultative meeting in the preparation of Request for Proposal (RfP), You have heard representatives from the user department suggesting that the evaluation criteria should adopt “80/20” model. What does this mean in your view? **(2 marks)**
- c) In implementation of the solution, Consultants need to be aware that a structured change management process is an imperative. Using an appropriate model, illustrate **THREE** steps in the Change Management Process. **(6 marks)**
- d) As a Supply Chain Consultant, highlight **FOUR** factors that will give you a competitive edge when soliciting consultancy assignment. **(4 marks)**

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