



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

**DATE:** 4<sup>th</sup> December 2023

**Time:** 13:00-15:00

**Instructions**

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

**QUESTION ONE (30 MARKS)**

- a) A leading supermarket chain has engaged Supply Chain Consulting firm to assist them in stemming persistent pilferage and loss of inventory in their central warehouse. Using value chain model, explain the **FOUR** primary activities in the consultancy engagement. **(8 Marks)**
- b) The consulting process is undertaken in the form of a project. Highlight **FOUR** sequential steps in a consultancy project. **(4 marks)**
- c) 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)**
- d) Explain **FIVE** justifications for an organization to engaging in Public Private Partnership (PPP) Project arrangement. **(10 Marks)**

**QUESTION TWO (20 MARKS)**

- e) Suggest **FOUR** occasions when an organization would use external supply chain consultants as opposed to internal Supply Chain Consultants **(8marks)**
- f) Explain the following common terms used in Public Private Partnership (PPP) Projects **(2 marks each)**

- i Private by concession contract
- ii Brownfield projects
- iii Special purpose vehicle (SPV)

Discuss TWO typical structures of Public Private Partnership arrangements. **(4 Marks)**

### **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 THREE (20 MARKS)**

- a) The most common outputs for supply chain consultancies revolve around offering value for money. Discuss FOUR such outputs. **(8marks)**
- b) According to the Public Private Partnership Act of 2021 (Kenya), a PPP means a contract arrangement between a contracting authority and a Private Party. Explain FOUR roles of the Private Party as enumerated in the Act. **(8 marks)**
- c) A Feasibility Study is a formal project document that shows the results of the analysis, research and evaluation of a proposed project and determines if this project is technically feasible, cost-effective, and profitable. High FOUR key Components of a Feasibility Study. **(4marks)**

### **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) Explain THREE main sources of funding for Public Private Partnership Projects. **(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) 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. **(8marks)**
- b) During a consultative meeting in the preparation of Request for Proposal (RfP), You have heard representatives from the users 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 the change management process is structured. Using an appropriate model, explain 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 consulting assignment. **(4 marks)**

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