



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY
FACULTY OF MANAGEMENT SCIENCES
DEPARTMENT OF MARKETING AND LOGISTICS

QUALIFICATION: BACHELOR OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT HONOURS	
QUALIFICATION CODE: 08LSCH	LEVEL: 8
COURSE CODE: PSC821S	COURSE NAME: PROJECTS IN SUPPLY CHAIN MANAGEMENT
SESSION: NOVEMBER 2019	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER:	Ms. Emilia Salomo (PT)
MODERATOR:	Mr. Daniel Kandjiimi

INSTRUCTIONS
<ol style="list-style-type: none">1. This paper consist of 5 questions, answer ANY FOUR (4) questions.2. Number your answer clearly, where possible, use headings and sub-headings.3. Write as legible and precise as much as possible.4. The marks allocated to each question or part question should guide the content of your answers.5. This is a closed book examination.

THIS EXAMINATION QUESTION PAPER CONSISTS OF 4 PAGES (Including this front page)

NB; answer only 4 questions of your choice

QUESTION 1

[25 MARKS]

A network consists of the following list. Times are given in weeks.

Activity	Preceding	Duration
A	--	9
B	A	2
C	A	12
D	A	5
E	B	6
F	B	8
G	C, F	3
H	D	2
I	H	8
J	G, I	6
K	E, J	2

Table 1

- a) Draw the network diagram [10 marks]
- b) Highlight in the diagram the critical path for this project? [14 marks]
- c) What is the duration of the critical path [1 mark]

QUESTION 2

[25 MARKS]

Case study; NBC to lay off 152 employees as it ponders liquidation

Nearly a third of the national broadcaster's staff will lose their jobs, and the institution will return to "end of transmission" era. The NBC television broadcast hours will also be slashed from the current 24-hours to 07h00 - 21h00, and all indigenous news bulletins will be ceased, in effort to cut cost. The board insist that they require at least an injection of N\$290 million by government during the current financial year, to save the parastatal from possible liquidation. Ultimately, the broadcaster should be liquidated if funding is not provided.

You believe PPP framework could be a sustainable solution to the NBC dilemma, discuss any 5 benefits of Private Public Partnership that can serve as a solution to NBC operations?

NB; you are expected to demonstrate with clear sustainable initiatives from private sectors in relation to NBC operational activities.

QUESTION 3

[25 MARKS]

Propose how the effective use of project management software can help an organisation manage its projects throughout the 5 stages of the project life cycle?

QUESTION 4**[25 MARKS]**

Many innovation projects brings change to the way project deliverables are adopted at the organizational level. The success of any change highly depends on how individuals in the organization embrace the change and how companies manage the change. With reference to an organization of your choice, critically evaluate the different stages of change according to the ADKAR and recommend how such change can be managed at each stage?

QUESTION 5**[25 MARKS]**

Namibia operates an integrated pharmaceutical supply chain whereby the central medical store (CMS), a government entity, oversees the procurement, storage and distribution of all pharmaceuticals and clinical supplies for use in public health facilities in Namibia. CMS distributes directly to about 45 health facilities on a six-weekly cycle, including 26 of the 34 district hospitals around the country and the two Regional Medical Stores. These facilities in turn supply pharmaceuticals and clinical supplies to about 450 peripheral hospitals, health centres and clinics throughout the country.

In recent media reports, CMS has received media attention mostly for all the wrong reasons. Some of the medicine has been out of stock since the beginning of the year and hospitals are forced to improvise and look for substitute medicine.

Below is snapshot Namibia Supply Chain Assessment Results

National Supply Chain Overall Results			
Functional Area	CMM Score	KPI Score	
Overarching		Stock Out Rate	25%
		Stocked to Plan	33%
Product Selection	90%	Quality Testing	100%
		National Essential Medicines List Adherence	96%
Forecasting and Supply Planning	46%	Forecast Accuracy	74%
Procurement	56%	Tender Procurements	53%
		Vendor On Time Delivery	61%
Warehousing & Inventory Management	50%	Expiry (Qty)	1%
		Order Fill Rate	80%
Transportation	55%	On-time delivery (OTD)	85%
Data and Information		Reporting Rate	93%
Waste Management	40%		
Organizational	38%		

The results of the assessment reveal potential risks for declining performance as lower capability begins to impact key functional areas, most notably warehousing and procurement. You are part of the turnaround project committee responsible for implementing a strategy to improve the CMS current performances. Appraise any five (5) Supply chain project deliverables that can be off solution to the Namibian Central medical store.

Source; (Levenger, Onger, Wolde, & Kagoya, 2013)

GRAND TOTAL: 100 MARKS