**Q1: Discuss the concept of Tactical Method in Supply Chain Management.**

Strategic supply chain management focuses on the long term and the big picture. Tactical management focuses, instead, on processes and procedures that can save time and money while also meeting customer demands and providing value. Tactical decisions can also help minimize risks.

Tactical [supply chain decisions](https://www.thebalancesmb.com/find-the-balance-in-your-small-business-supply-chain-4082954) are made within the constraints of the overarching strategic supply chain decisions made by company management. Tactical planners take the strategic message and focus on creating real benefits for the company. These can include tactical decisions in manufacturing, logistics, suppliers, and product development.

Depending on your particular business, your tactical planning may focus on the following:

* Manufacturing
* Logistics
* Supplier relationships
* Product development

**Tactical Options for Manufacturing**

Strategic decisions may be made by company executives about the number and location of manufacturing sites to be operated. However, it is at a tactical level that decisions are made on how to produce products at the lowest cost at the highest appropriate quality.

Tactical decision-making requires knowledge of methods such as kanban ([just-in-time](https://www.thebalancesmb.com/just-in-time-jit-2221262)) inventory management. In some industries, innovative supply chain management can be a great way to save time, money, and employee effort.

It's important to note that tactical decisions may be made at a local or regional level rather than at a corporate level. Decisions may be based on available resources, costs, taxes, and other factors. Thus, tactical decisions will vary from location to location.

## Tactical Solutions for Logistics

Should logistics be managed in-house or by a third party? Even when a corporate decision is made to use in-house logistics resources, local conditions may require a different decision at the tactical level.

For example, in a region or country where transportation costs are high, outsourcing can provide cost benefits. Similarly, in countries where land costs are high, construction of warehousing facilities may be cost-prohibitive. In that case, a smart tactical decision is to use public warehousing.

## Tactical-Level Negotiations with Suppliers

Many companies recognize the cost benefits of using global suppliers. The company as a whole, therefore, may adopt strategic supply chain policies to take advantage of international suppliers who can provide quality products at a competitive price.

At a tactical level, local and regional management must work within strategic guidelines to identify and negotiate terms that are most beneficial to the company as a whole. The process of negotiation varies from region to region; thus, the [tactical negotiator](https://www.thebalancesmb.com/negotiation-in-the-purchasing-process-2221379) must be able to balance corporate expectations with local challenges and customs.

## Product Development at the Strategic Level

Companies make strategic decisions about the product lines they are committed to producing. Tactical decisions have to be made as to the particular products that should be developed at a given time and place. If, for example, a company makes a strategic decision to introduce a new line of MP3 players in Europe, the company must also make tactical decisions as well.

Regional and local opportunities and challenges will dictate the specifications of the players, what countries they will be sold in, and the market segment to which they will be targeted for the greatest profit.

The tactical supply chain decisions that a company makes are not made in isolation but within the framework of the strategic supply chain decisions made at a global level. Global decisions, in turn, are based on the overarching objectives of the company.

**Q.No.2: Through light on the problems in procurement specified to education sector in Pakistan?**

I have identified seven major problems which are:

**1)      Lack of Proper Planning:** Pakistan is a signatory to MDGs and EFA goals. However it seems that it will not be able to achieve these international commitments because of financial management issues and constraints to achieve the MDGs and EFA goals.

**2)      Social constraints:** It is important to realize that the problems which hinder the provision of education are not just due to issues of management by government but some of them are deeply rooted in the social and cultural orientation of the people. Overcoming the latter is difficult and would require a change in attitude of the people, until then universal primary education is difficult to achieve.

**3)      Gender gap:** Major factors that hinder enrolment rates of girls include poverty, cultural constraints, illiteracy of parents and parental concerns about safety and mobility of their daughters. Society’s emphasis on girl’s modesty, protection and early marriages may limit family’s willingness to send them to school. Enrolment of rural girls is 45% lower than that of urban girls; while for boys the difference is 10% only, showing that gender gap is an important factor.

**4)      Cost of education:** The economic cost is higher in private schools, but these are located in richer settlements only. The paradox is that private schools are better but not everywhere and government schools ensure equitable access but do not provide quality education.

**5)      War on Terror:** Pakistan’s engagement in war against terrorism also affected the promotion of literacy campaign. The militants targeted schools and students; several educational institutions were blown up, teachers and students were killed in Balochistan, KPK and FATA. This may have to contribute not as much as other factors, but this remains an important factor.

**6)      Funds for Education:** Pakistan spends 2.4% GDP on education. At national level, 89% education expenditure comprises of current expenses such as teachers’ salaries, while only 11% comprises of development expenditure which is not sufficient to raise quality of education.

**7)      Technical Education:** Sufficient attention has not been paid to the technical and vocational education in Pakistan. The number of technical and vocational training institutes is not sufficient and many are deprived of infrastructure, teachers and tools for training. The population of a state is one of the main elements of its national power. It can become an asset once it is skilled. Unskilled population means more jobless people in the country, which affects the national development negatively. Therefore, technical education needs priority handling by the government.

**8) Lack of Strong Procurement Strategy and Procedure:** It’s difficult to take a coordinated approach to education procurement because of the five Copes in various locations throughout the country. There are numerous issues within the supply chain because each procurement center operates individually, so there isn’t much coordination between all of them. There is a rather complex approvals process, and it takes a long time to procure good and services and complete orders.

**9) Not Enough Skilled and Experienced Procurement Staff Members:** Likely at least partly related to the fact that few jobs in education or public service type industries pay well enough to live comfortably, the education industry in particular lacks the total number of highly-qualified and experienced procurement professionals they need to effectively get the procurement process developed and executed as efficiently as possible. Before they can expect real improvement, it’s critical to look at professional development opportunities to strengthen the knowledge and expertise of current staff, in addition to recruiting additional staff members.

**10) Untrained Teachers:** The teachers in government schools are not well trained. People who do not get job in any other sector, they try their luck in educational system. They are not professionally trained teachers so they are unable to train a nation.

11)  **Poverty**: Neediness is likewise another factor that confines the guardians to send their kids to open or tuition based schools. Along these lines, they like to send their kids to madrassas where instruction is absolutely free

Law and order situation, natural disasters, budgetary constraints, lack of access, poor quality, equity, and governance have also contributed in less enrolments.

**Q3: Discuss Strategic Methods of Supply Chain Management with local examples from Pakistani market.**

**Strategic** analysis refers to the process of conducting research on a company and its operating environment to formulate a strategy. Using several analytic methods such as Porter's five forces analysis, SWOT analysis and value chain analysis.

**Supply chain management** is the management of the flow of goods and services and includes all processes that transform raw materials into final products. It involves the active streamlining of a business's supply-side activities to maximize customer value and gain a competitive advantage in the marketplace

Supply chain management operates at three levels: strategic, tactical, and operational. At the strategic level, company management makes high-level strategic supply chain decisions that are relevant to whole organizations.

The decisions that are made with regards to the supply chain should reflect the overall corporate strategy that the organization is following.

The strategic supply chain processes that management has to decide upon will cover the breadth of the supply chain. These include product development, customers, manufacturing, vendors, and logistics.

**EXAMPLE:**

There is no doubt that [construction](https://www.pakistangulfeconomist.com/tag/construction/)sector always has a strong impact on the entire economy and social activities of any country and the application of supply chain strategies are considered to be helpful in achieving higher competitiveness of construction companies. Construction is a worldwide activity with many special characteristics and it includes projects of dramatically different types, sizes and complexities. It seems that the generic supply chains should be simple and linear, however, the construction sector is quite different. The construction supply chains and markets need to be integrated by any construction firm when it delivers a solution to an end customer/client

Predominantly the concept of [Supply Chain Management (SCM)](https://www.pakistangulfeconomist.com/tag/SCM/) was originated from Just-In-Time (JIT) production and logistics, from manufacturing. However, now the SCM represents an autonomous managerial concept and covers the whole latitude of the supply chain. Furthermore, it deals with the approaches and methods to achieve the broader perspective in the supply chain.

There are two broad categories in construction industry; General Building Construction and Engineered Construction

General Building Construction comprises of residential, commercial, institutional and industrial buildings. This includes residential construction produces buildings for human habitation, single family houses, cooperatives societies, town houses, flats and apartments and high-rise apartment buildings. The commercial construction includes retail and wholesale stores, markets and shops, shopping centers, office buildings, warehouses and small manufacturing facilities. The institutional constructions are medical clinics and hospitals, schools and universities, recreational centers and athletic stadiums, governmental buildings and religious buildings

The Engineering Construction is designed by engineers rather than architects and the provision of facilities usually related to the public infrastructure. As they owned by public sector, therefore funded by government. A high degree of mechanization and the use of much heavy equipment and plant in this construction process. For examples [PSDP](https://www.pakistangulfeconomist.com/tag/PSDP/)mega projects in Pakistan. Two common subcategories of engineered construction are Highway/Motorway Construction and Heavy Industrial Construction.

**Information flow**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| suppliers |  | manufacturers |  | assemblers |  | Retailers |  | customers |

**Material flow**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| materials |  | Parts  manufacture |  | Product  assembly |  | sales |  | Use or  Consumption |

SCM looks across the entire supply chain, rather than just at the next entity or level, and aims to increase transparency and alignment of the supply chains coordination and configuration, regardless of functional or corporate boundaries. The traditional way of managing is essentially based on a conversion (or transformation) view on production, whereas SCM is based on a flow view of [production](https://www.pakistangulfeconomist.com/tag/production/).