

**THE EFFECT OF OUTSOURCING ON THE PERFORMANCE OF ORGANISATIONS:
A CASE STUDY OF UGANDA BREWERIES.**

BY

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**A RESEARCH REPORT SUBMITTED TO SCHOOL OF BUSINESS AND
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OF THE DEGREE OF BACHELORS OF SUPPLIES AND
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DECLARATION

IACIROCAN GLORIA hereby declare that this is my original work and has never been presented to any other educational institution for the award of any degree or certificate.

Signature  DATE..... 2nd, 04, 2015

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APPROVAL

This is to certify that the research of ACIROCAN GLORIA has been under my supervision and is now ready for submission to the school of business and management for the award of the degree of Supplies and procurement management of Kampala international university.

Signature 

Date..... 9/4/2013

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DEDICATION

I dedicate my book to my parents family and friends

ACKNOWLEDGEMENT

I extend my special thanks to the almighty God for his wonderful blessing and guidance. Without God's intervention I would not have reached this far.

My grateful thanks to my supervisor Mr. Barasa Henry for his professional advice and support he rendered to me throughout this research project.

Special thanks go to my respondents from Uganda breweries who spared their time to give me the data required to accomplish this study.

I thank my lovely parents Rwoth Wun David and Rose Owachi It's your financial support, care, advice and prayers that made me reach great heights. my sisters Angom consulate, Lilian Nyamungu , Jane Molly ,brothers Rwoth Wun Charles ,Benard paul , Oryma Louis, Christopher Kumaketch.

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TABLE OF CONTENTS

DECLARATION	ii
APPROVAL	iii
DEDICATION	iv
ACKNOWLEDGEMENT	v
CHAPTER ONE	1
INTRODUCTION	1
1.0 Introduction	1
1.1 Back ground to the study.....	1
1.2 Statement of the problem	3
1.3 Purpose of the study	4
1.4 Objectives of the study.....	4
1.5 Research questions	4
1.6 Scope of the study.....	4
1.6.1 Time scope.....	4
1.6.2 Geographical scope.....	4
1.6.3 Subject scope.....	4
1.7 Significance of the study	5
1.8 Conceptual frame work	6
CHAPTER TWO	7
LITERATURE REVIEW	7
2.0 Introduction	7
2.1 Activities that companies outsource.....	7
2.2 Reasons for outsourcing by organisations.....	8
2.3 How out sourcing reduce costs.....	11
2.4 performance.....	13
2.5 The relationship between outsourcing and organisational performance.....	14
CHAPTER THREE	17
METHODOLOGY	17
3.0 Introduction	17
3.1 Study Design	17

3.2 Study Population	17
3.4 Sampling Method	17
3.4.2 Sample Size	18
3.5 Sources of Data	18
3.5.1 Primary Sources of Data	18
3.5.2 Secondary Sources of Data	18
3.6 Data Collection Methods.....	18
3.6.1 Questionnaire	18
3.6.2 Key informants Guide	19
3.7. Data process Analysis	19
3.8 Ethical considerations	19
3.9 Limitations and Delimitations.....	19
CHAPTER FOUR.....	20
PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS.....	20
4.0 Introduction.....	20
4.1 Demographic characteristics	20
4.1.1 Gender of respondents.....	20
4.1.2 Age distribution of respondents.....	21
4.1.3 Level of qualification of respondents.....	22
4.2.1 Whether outsourcing is practised by Uganda breweries?	22
4.1.3 Activities outsourced by Uganda breweries limited.....	23
4.3 Reasons for outsourcing by Uganda breweries limited.....	25
4.3 How outsourcing reduce costs at Uganda breweries.....	28
4.4 impact of outsourcing on organisational performance	32
CHAPTER FIVE	35
DISCUSSION, SUMMARY, CONCLUSION, RECOMMENDATIONS AND SUGGESTIONS	35
5.0 Introduction.....	35
5.1.0 Discussion of findings.....	35
5.1.1 Activities outsourced by Uganda breweries.....	35
5.1.2 The reasons for outsourcing at Uganda breweries.....	35

5.1.3 How does outsourcing reduce costs.....	36
5.1.4 Relationship between outsourcing and organizational performance.....	37
5.2 Summary of the findings.....	37
5.3 Conclusion.....	38
5.4 Recommendations.....	38
5.5 Areas of further research.....	39
REFERENCES.....	40
APPENDIX I : RESEARCH INSTRUMENT , QUESTIONNAIRE.....	42
Appendix I : Research Time frame.....	47
Appendix ii research Budget.....	48

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter looks at the background of the study, statement of the problem, purpose of the study, specific objectives, research questions, scope of the study, significance of the study, and the conceptual frame work.

1.1 Back ground to the study.

For most of the 20th century, a successful firm was defined by its ability to own, manage and directly control all of its assets and processes. In the 1950s and 1960s, in order to protect profits, companies began to look for ways to broaden their base and take advantage of economies of scale. This resulted in the emergence of diversification as a popular strategy. As competition became more global in the 1970's and 1980's, organizations found that diversification had actually bloated their management structures. Consequently, they had lost their flexibility. To counter this undesirable development, many large companies began to consider outsourcing. Shifting focus to their core processes, they handed off non-critical (non-core) procedures, to be managed by third parties.(Maria A Ferrante, (1997)

It wasn't until the early 1990s, however, that outsourcing really caught on. Companies, now focusing on cost-saving measures to increase revenues, realized the value of handing-off functions necessary, but not directly related, to their core businesses. The trend toward using outsourcing as part of an effective business strategy continues to the present.

Traditionally, headcount and cost reductions were the primary drivers of outsourcing initiatives. Today, however, outsourcing is a more strategic decision, focusing on core competencies. Some common reasons for outsourcing in the 21st century include: Improving company focus Gaining access to world-class capabilities ,Freeing internal resources -- cash and personnel -- for other purposes, for instance R&D ,Requiring specific expertise for functions that are either time-consuming or are currently out of control ,Sharing risks and costs with a partner

outsourcing refers to a decision of an organization whether to *make or buy* certain products, services or parts thereof (Loh/Venkatraman 1992a, 9, 1992b, 336). The business practice of making arrangements with an external entity for the provision of goods or services to supplement or replace internal efforts has been around for centuries (Dibbern et al. 2004). In the course of establishing a trend towards “lean production” (Womack/Jones/Roos 1991), organizations more and more focused on their core competencies in order to leverage the organization's unique potential and comparative advantages over their competitors. Consequently, companies assigned commodity or non-specific assets (i.e., processes, products, or services) to external entities. By reducing the level of inhouse production and the degree of the company's vertical integration, companies also shifted those components away from a “hierarchical” mode toward a “market” mode of governance (Malone/Yates/Benjamin 1987; Wintergerst/Welker 2007, 938pp).

Some companies have even outsourced manufacturing altogether. Here is an example the logic that justifies such a move. The head of third party manufacturing for a major food company, in discussing core competencies, used the following analogy: A For example, maintaining roofs and parking lots is not a core capability of ours, so we would look to an outside company to provide this service. The same applies to manufacturing operations. (Loh/Venkatraman 1992a)

In the last several years, much of part manufacture and material processing was outsourced to specialists who were assumed to be better at it, thinking that this would save cost and increase profits. Jeffrey E. Garten, Dean of the Yale School of Management, referred to an obsession among global CEOs to lower production costs by outsourcing whatever they can to large-scale specialists. (Welker 2007).

Unfortunately, too much outsourcing has complicated the supply chain with more A links in the chain,@ more transfers, and longer lead-times, especially when there are sequential A tiers(@ through which materials and parts must pass on the way to the assembler. In the slow, stable days of mass production, this worked all right, since assembly could be safely scheduled in advance and there was plenty of time to order and deliver batches of parts from outsourcers. But now markets are changing so fast that the most competitive companies will need to build products on-demand and will need their parts and materials delivered quickly on-demand. Thus, the long-lead times created by far-flung supply chains will be no longer acceptable. Further,

outsourcing is at odds with the inventory-less aspect of lean production and build-to-order. since outsourcing is usually a batch operation

Some companies have outsourced production in an ill-advised attempt to minimize the money tied up in capital equipment to try to maximize return on capital this translate to performance hence the fact that outsourcing enhances or has a direct correlation with performance.

Performance is defined as the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost , and speed. In a contract, performance is deemed to be the fulfilment of an performance, in a manner that releases the performer from all liabilities under the contract.

Performance is the ability to operate efficiency portability, survival, growth and reaction to opportunities and threats (stone 1996). Performance is a multifaceted concept. That is performance do not only refer to the amount of work produced (example number of sales made) but other aspects as well. High employee performance is obviously one of the important goals both from the organization and operational point of view.

Therefore Understanding the outsourcing initiative in terms of your company objectives will help you make key decisions. It will help you determine whether your approach should be to hand-off total responsibility for a non-core function, or to use outsourcing as a strategy to efficiently manage (perhaps seasonally) short-term increases of new accounts. And has an impact on the performance especially in monitoring execution of works that generates the desired objectives of an organization.

1.2 Statement of the problem

The emergency of outsourcing in world economies today has had an impact on both the suppliers and buyers in organisations .it is associated with several benefits among which is profitability, reduced costs and the like. Despite the key avenues of importance brought about by outsourcing , outsourcing schemes in organisations face a helm of challenges which include inefficiencies in performance coupled with poor monitoring, loss of confidentiality, determination of core and noncore competence and the general inefficiency in administering

outsourcing schemes. This has frustrated the performance of some organisations leading to declined growth and market share.

It is upon the above analysis that the researcher intends to carry out a research on the impact of outsourcing on organisational performance in Uganda breweries so as to establish key parameters of operation and reverse the declining performance trends in organisations.

1.3 Purpose of the study.

The purpose of the study was to investigate the effect of outsourcing on organisational performance at Uganda breweries limited.

1.4 Objectives of the study.

- i. To find out the activities outsourced by Uganda breweries and the reasons for outsourcing.
- ii. To investigate how outsourcing reduce costs
- ii. To establish the relationship between outsourcing and organisational performance.

1.5 Research questions.

- i. Which activities outsourced by Uganda breweries and the reasons for outsourcing?
- ii. How does outsourcing reduce costs?
- iii. What is the relationship between outsourcing and organisational performance?

1.6 Scope of the study.

1.6.1 Time scope.

The research was carried out from the September to November 2012. This time period there was a forecast of prevalence of less academic activities at the university.

1.6.2 Geographical scope.

The research was confined to Uganda breweries limited because it handles a substantial outsourcing schemes and its accessibility by the researcher.

1.6.3 Subject scope

The investigation was limited to outsourcing and organisational performance with a critical focus on the research objectives and getting all the relevant data and information about this subject.

1.7 Significance of the study.

The study will be significant to.

.The research findings will give a clear view of operation for other organisations that wish to employ outsourcing schemes in the organisation

The research will be a basis of award of bachelors of supplies and procurement of kampala international university because it constitutes part of the requirement.

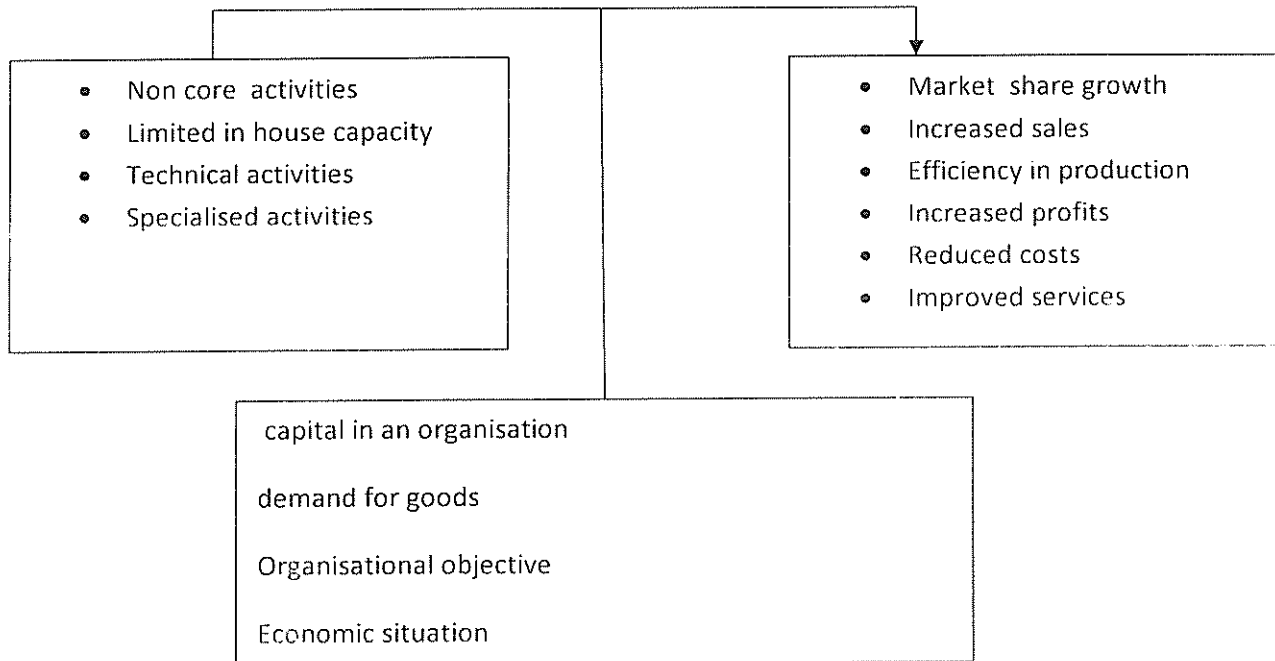
The research will give clear ways of operation for the Uganda breweries especially in solving the challenges faced in outsourcing.

1.8 Conceptual frame work

This is the diagrammatical representation that shows a linkage between variables. In this particular case, the variable outsourcing is being in its measurable units and the same to the dependent variable. In between the dependent and independent variable is the intervening variables (factors external the variables that negatively or positively impact on the variables.

Independent variable Intervening dependent variable

outsourcing variables organisational performance.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter gives an overview of what other scholars have written about the subject of study. the literature is reviewed in line with the research objective.

Outsourcing can be defined as “the strategic use of outside resources to perform activities traditionally handled by internal staff and resources”. Sometimes known also as “facilities management”, outsourcing is a strategy by which an organization contracts out major functions to specialized and efficient service providers, who become valued business partners. Companies have always hired contractors for particular types of work, or to level-off peaks and troughs in their workload, and have formed long-term relationships with firms whose capabilities complement or supplement their own.

Performance is the ability to operate efficiency portability, survival, growth and reaction to opportunities and threats (stone 1996). Performance is a multifaceted concept. That is performance do not only refer to the amount of work produced (example number of sales made) but other aspects as well. High employee performance is obviously one of the important goals both from the organization and operational point of view.

2.1 Activities that companies outsource.

Activities you can outsource

Many businesses now outsource many of their non-strategic activities or more complex tasks in order to access industry best practice and cutting-edge technology.

This enables the business to benefit from the outsourcing company's economies of scale and investment in highly trained staff while it concentrates on core business activities.

Processes you could consider outsourcing include:

IT functions - you can outsource most IT functions, from network management to project work, website development and data warehousing. You may benefit from the latest technology and software upgrades without having to invest in expensive systems or keep up with industry trends.

Business processes and HR - outsourcing activities such as recruitment, payroll and secretarial services gives you access to specialist skills, but you only pay when you need to use them.

Finance - you already outsource auditing, so why not do the same with your entire accounting function, including bookkeeping, tax management and invoicing?

Sales and marketing - many organisations use a consultant or an agency to handle marketing communications. Smaller businesses, or those in specialised markets, can also outsource sales to specialist agencies.

Health and safety - there are consultants who specialise in health and safety compliance tasks. They may be able to ensure you meet all the requirements, including those for complex risks, more cost-effectively than you can.

2.2 Reasons for outsourcing by organisations.

Firms need to constantly renew and develop new capabilities and resources as they respond to challenges in their environment. These resources can be developed in-house or developed among strategic partners or purchased. Outsourcing entails the delegation of tasks or jobs from internal production to an external entity such as sub-contractor. It is the process of placing the development of system components in another development organization with the aim of achieving cost reduction and a gain in terms of production capacity and development. The main striking features of the Nigerian economy today is that available infrastructures of all types fall far below the quantities and qualities required. This naturally results in overstretching of most facilities.

Despite huge potentials in almost every sector, poor overall economic performances have made it inevitable to tap unduly and at high cost and less profit than they should be. According to Alaofin (2003), "operating costs are high in Nigeria inspite of relatively cheap labour hence, running any business according to international standards is therefore costly". He further stated

that facilities management as an area is just evolving in Nigeria through janitorial services which is the best development component, has been around for nearly (5) five decades. Security services are in the stage of development. He stated that there are various merits of outsourcing which include better focus, economics of scale in purchasing and specialization. Dalhat(2009) in analyzing the development of a service industry coalition in Nigeria stated that services regulatory bodies exist, and active with existence of a strong professional class. That a well developed services sector enhances competition, leading to stimulation of economic activities and ultimately reducing poverty. He is of the view that there should be coalition of service industry in Nigeria to...

When most people think of the term outsourcing in regard to a manufacturing company, they immediately think of moving production out of the United States to another country or offshore outsourcing. Manufacturing companies have a myriad of reasons for outsourcing production, but the main impetus for deciding in favor of outsourcing usually boils down to one thing: cost reduction.

Labor Costs. Part of any analysis for a manufacturing company deciding to outsource any of its operations includes the cost of labor. Labor remains one of the biggest costs of any manufacturing company. Having employees on the company payroll means paying them a competitive wage and, for most companies, it also means providing some form of employee health benefits. But outsourcing labor costs doesn't always mean moving the production to another country. Companies can outsource labor simply by using workers from temporary agencies instead of having employees on the payroll. Benefits for the company that outsources its labor include the flexibility of increasing or decreasing staffing needs as required, a lower hourly wage paid to a temporary worker than that of a comparably skilled fulltime employee and less employee healthcare benefits expenses (Houghton maffin 1992)

Overhead Cost. Many United State companies have outsourced their manufacturing to eliminate the overhead cost associated with operating a manufacturing facility stateside. These overhead costs include utilities, such as gas, electric and water, and the maintenance required to operate production equipment. Other overhead costs include indirect labor such as quality assurance personnel, equipment technicians, material handlers, and shipping and receiving personnel.

Flexibility. Some manufacturing companies have gained increased flexibility by outsourcing their production. Typically, production gets outsourced to a contract manufacturer, or a company that produces goods under the label or brand of another firm. Contract manufacturers might produce goods for two or more companies, and even for competitors within the same industry. Since the contract manufacturer has more production capacity (the ability to produce more goods) than the original manufacturing company, it can respond to increased production requirements faster than the original manufacturer. Instead of the original manufacturer making a capital investment in new equipment to increase its production capacity, it informs the contract manufacturer that it requires more goods. Although the requested increase (or decrease) in production might change the terms and costs associated with the original production contract, it's more flexible than making a one-time capital investment that could sit idle if the increased demand diminishes. (Rete Engardio 2002)

Some companies have experienced extreme paradigm shifts that have prompted them to outsource their manufacturing. A company that realizes its core competency, the thing it does best, is the sales and marketing of its product and not the production of its product may often choose to outsource its non-core activity, or the manufacturing of its goods. With the production outsourced, the company can now focus its resources, both human and financial, on the areas that increase revenue and profit. Normally, outsourcing reduces manufacturing costs, so if the company increases its revenue through a better focus on sales and marketing, it increases its profit margin as well (William Bulkely 2005)

The days of sales calls in the middle of dinner are (thankfully) dead. Outbound calling is intrusive, disruptive and ultimately damaging to the customer relationship. However, inbound calls are a powerful and productive way to generate revenue. Companies leave a great deal of potential revenue on the table by not up-selling and cross-selling at the right moments during in-bound interactions. The financial services industry is surprisingly sophisticated when it comes to the benefits of up-selling and cross-selling.

One overlooked benefit of outsourced customer care is the ability to generate higher retention rates. The combination of creative programs, informed and talented agents and timely execution can lead to dramatic increases in customer retention rates. Every customer interaction is an opportunity to increase satisfaction and retention. Quality outsourced customer care can even save revenue by turning a cancellation call into a retained customer. Sitel's "SAVE" team has worked with multiple companies on retention programs, using a combination of sympathetic agents and incentive offers to keep customers on board.

One of the biggest benefits of outsourced customer care is the flexibility it provides. Partnering with an outsourcing company that has a deep stable of agents throughout the world enables a company to quickly scale up or down based on customer demand. An important success factor of these programs is to scale while remaining attentive to a loyal customer base. Two of the biggest drivers that create this demand are seasonal spikes (Christmas, Valentine's Day) and marketing promotions. The volume numbers can be large. One consumer company that outsources its holiday calls experiences a volume increase of more than 500 percent, requiring several hundred temporary agents.

Diversification .Some companies want to keep part of their call center operation internal and outsource other parts. This is because the company has experienced real success running their call center operations internally, but is looking to supplement the program with outside expertise or geographies. Diversifying call center operations in this manner is an excellent way for companies to keep internal benchmarks in place to maximize the outsourcing results.

2.3 How out sourcing reduce costs.

Cost reduction refers to the deliberate management effort to bring down actual costs incurred in execution of various functions (purchasing) in relation to the budgeted forecasts through application of appropriate techniques that suit the task at hand.

For any program or organization, the issues of cost-effectiveness and efficiency are important. It is very important for government Institutions as well. In many institutions, it is not desirable to shift the burden of higher costs and inefficiency to the poor clientele. The management should be

committed and should have the capacity to provide products and services to the poor at the least cost. This is only possible if it has a dedicated full-time leadership, an efficient and effective management system, a strategic plan and a professional staff.

Purchasing being one of the major cost centers of any organisation there is need for proper understanding of the costs associated with procurement for the purchasing function to fully capture and manage them in a bid to reduce and curb down on unforeseen risks and uncertainties.

Muhelemann et al (1992) also contends that for one to fully achieve cost reduction in procurement, they must first of all understand fully the costs involved in stock. The economies of stock are determined by an analysis of the costs incurred in obtaining and carrying inventories under the following headings.

Purchasing and supply management professionals are decision makers on matters that involve large sums of money. It is therefore right to conclude that such decisions have highly detrimental cost implications if taken sub optimally. The need to analyse the cost of an item over different stages is today taking a leading interest in the minds of leading firms as they seek to improve competitive advantage in the short as well as the long run. Given this view it is no longer possible to compete effectively with buying teams focusing on the shop flow cost of an item while ignoring costs that appear before and those that come in up to the point it is disposed off.

Acquisition costs

There are many of the costs incurred in placing an order, irrespective of the order size e.g. the cost of order will be the same irrespective of 1 or 1,000 tonnes are ordered (**schonberger, R.J and Ansari 2004**). Ordering costs include;

Preliminary costs (e.g. preparing requisition, vendor selection, and negotiation), placement costs, (e.g. order preparation, stationery and postage)

Post-placement costs (processing receipts of goods, materials). (**Lysons 2003**) adds that in practice total costs of purchasing department or function over a given period is divided by the number of orders placed in that time. This gives a completely fallacious figure since the average cost per order reduces as the number of orders placed increases, which may be indicative of inefficiency rather than the contrary.

Holding costs

These costs are divided into two types that is to say:

Cost proportional to value of inventories, financial costs (interest on capital tied up), costs of insurance, and losses in value through deterioration, obsolescence and pilfering.

Cost proportional to the physical characteristics of inventory e.g. labour costs relating to handling and inspection, storage costs(space, rates, light, heat and power), and clerical costs relating to stores records and documentation.

Costs of stock outs

Shan rajagopal and Bernard (2004) say that the costs of stock out include: loss of production out put, costs of idle time and fixed overheads spread over a reduced output, loss of good will because of inability to supply or late delivery.

The costs analysed above can be reduced through effective outsourcing and maintaining effective control and monitoring. There is a lot of cost associated with hiring employees, which is something almost every business needs at some point. However, with outsourcing, you can hire the “employee”, more of a contractor, and not have to worry about supplying a place for them to work, equipment to use, and things like benefits. Usually, when we are first starting our businesses we are fulfilling every function, wearing many hats so to speak. We are the owner, bookkeeper, assistant, salesperson, marketer, copywriter, web designer, customer service rep, and so on. However, as we grow, so does the demand for more attention and growth in each of these and many other areas. By outsourcing the tasks, we are in essence, multiplying our efforts to get more done.

2.4 performance.

Performance has been historically associated to human race which could be traced through the development of social organizations. The first were families and small nomadic tribes, then came permanent villages and tribal communities, this evolution of organization have accelerated in the recent years to emergence of large formal organizations with the methodologies and techniques for improving operational performance but what should be noted

is that the exact performance systems do not explicitly tell us where to start to be able to improve performance effectively. It is important to identify the particular factors that facilitate performance such as outsourcing in organisations so as to have proper measure of organizational performance based on the current and previous results to prepare for continuous improvement **vida Gulbinas Scarpello(1988) performance evaluation process page 20 of 794.**

2.5 The relationship between outsourcing and organisational performance.

Outsourcing and quality

Anderson (2006) argues that In order to produce high quality products, the quality of parts and materials must be assured throughout the entire supply chain. Internal production is under the direct control and influence of the manufacturer. And all the aspects of quality can be assured as part of a holistic approach. Under these conditions, Six Sigma programs have the best chance of achieving six sigma quality levels. On the other hand, it is often hard to consistently assure the quality of outsourced production. An alarmingly large percentage of the quality problems that occur are caused by outsourced parts or product manufacture. This is because most manufacturers try to control the quality of outsourced production indirectly through specifications, which are usually too simplistic to assure *all* the aspects of quality or, if specifications try to A nail down all aspects of quality and reliability, the process becomes so cumbersome that it adds more cost, delays production, and strains relationships. Outsourced quality is even worse when suppliers are selected based on low-bidding instead of a supplier's reputation for quality production.

One of the common reactions to poor outsourcing quality is to dispatch teams from the assembler to fix the problem, but this can be difficult to fix completely. The effort to try will expend money and consume valuable calendar time. This may delay new product launches or keep the assembler from meeting demand.

In general, outsourcing makes it harder, maybe impossible, to achieve Six Sigma quality levels because of the lack of control and disconnects caused by distances, different time zones, and varying quality cultures. Further, it is unlikely that the outsourcer will be using dedicated, one-

piece flow lines since outsourcing is usually a batch operation with frequent changeovers from one assembler.

outsourcing and manufacturability

Cavinato L. J, Flynn E. A, Ralph G. (2006) Many companies have drawn an arbitrary line between a Simplistically defining their companies as assemblers and their suppliers as part manufacturers. Usually these policies evolve from naive notions about core competency. However, such arbitrary demarcations can significantly raise cost by eliminating opportunities to optimize manufacturability. Outsourcing itself may require excessive modularization with more interface problems. This may preclude opportunities to fabricate monolithic structures on-site. For example, outsourcing strategy can dramatically compromise manufacturability when large chunks or airplanes are outsourced, thus eliminating the possibilities for a monolithic fuselage

Outsourcing and flexibility.

Typically, contract manufacturers make parts or products in batches as specified by contracts, hence the name. They usually build or assemble several clients products in the same facility on general-purpose production equipment. As in any mass production operation, the setup costs must be amortized over whatever is built, thus encouraging large batches of identical products and discouraging variety. In addition, the response time may be lengthened if the production run has to wait for lengthy setups or other jobs to finish first. Furthermore, if the outsourcer is far away, there may be more delays to wait for enough parts to fill a shipping container or truck.

Outsourcing and speed.

Outsourcing high-volatility parts can cause *product* shortages because contract manufacturers may not be flexible enough to rapidly increase production due to the above reasons. Theoretically, an outsourcer could set up another general-purpose line to meet demand spikes, but only if the order was large enough to justify the conversion and other lines were not already committed to, and set up for, other jobs. In contrast, flexible factories could shift demand to other lines without such large step-function inhibitions. Even financial analysts are starting to realize the shortcomings of outsourcing, for instance, when they questioned the wisdom of British

telecom equipment maker, Marconi, which sold off most of its manufacturing plants to a contract manufacturer. Analysts questioned the long term sense of such a move pointing out that many companies believed it important to retain control of manufacturing to ensure speed-to-market and high quality (Adrian J. Slywotzky and David J. Morrison, Profit Patterns(199)

Outsourcing and profitability.

Excessive outsourcing has had a profoundly negative effect on profits in certain industries. Personal computer manufacturers continue to struggle with very low profit margins, and yet their suppliers of microprocessors and operating systems reap the highest profits in the industry. And now, with all that profit, both Intel and Microsoft are able to expand out of their traditional roles to capture a bigger share of certain electronic systems (Dobler 2006)

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This section provides details about research design used in the area of study, study population, sample population. It also spells out the data collection methods, data collection tools, limitations of the study, data analysis and ethical considerations.

3.1 Study Design

The researcher used both quantitative and qualitative approaches in data collection, however, quantitative method of data collection may dominate or largely used and emphasizes in the collection of data because it becomes more accurate in terms of data collection and yet again more reliable in terms of research results. This means that quantitative research design was only be used for expressing the numerical information captured during the study which could not easily be expressed in words. This comprised of mainly statistical information expressed in words. This comprised of mainly statistical information expressed in the research dissertation and the report as a whole. All in all, the researcher made use of both methods because they were applicable though the qualitative dominated.

3.2 Study Population

The Procurement staff of Uganda breweries, contract committee members the companies outsourced and the executive the was the study population. The department holds 30 members who interact with the procurement department. This population was selected because it entails respondents that interact with the procurement department as in accounting, stores, administrative and procurement and disposal entities.

3.4 Sampling Method

Simple Random sampling was be used on the staff. Use of this gave all members an equal opportunity to participate in the study with an assumption that it's a homogenous population.

3.4.2 Sample Size

From the entire population the researcher will select 25 respondents who provided data concerning outsourcing schemes at Nile breweries. These were selected from the procurement, contracts committee, companies outsourced and the executives of the company.

3.5 Sources of Data

Data was collected from two main sources.

3.5.1 Primary Sources of Data

Data was obtained from respondents with a construct of semi structured questionnaire that will be open and closed ended.

3.5.2 Secondary Sources of Data

The researcher used information attained from journals, publications, and the actual text books and websites.

3.6 Data Collection Methods

The appropriateness, applicability and focus of the data collection instrument is to ensure that the right, accurate and adequate data is accessed and collected is crucial. Information triangulation principle is to be used to ensure crosschecking and eliminations of bias and error.

3.6.1 Questionnaire

Data is to be collected through reading Public entity data, questionnaires and key informants guide. The questionnaires are to use both open and closed ended questions to be administered to the respondents in relation to the topic under investigation.

3.6.2 Key informants Guide

This entails different questions in relation to public Relations and Marketing. These are to provide to the personnel in the public Relations department and management as a back up for the answers in the questionnaires.

3.7. Data process Analysis

Questionnaires was be coded entered into Microsoft Excel to generate pie charts, bargraphs and histograms.

3.8 Ethical considerations

- i) The questionnaires did not include the names of the respondents for issue of privacy and confidentiality of information attained.
- ii) Information was be attained on free will without compulsion of forcing of respondents
- iii) After the collection of data questionnaires were be destroyed so that collected information is not leaked.

3.9 Limitations and Delimitations

- i) Public procurement entails a high degree of sensitivity as some of the information was not revealed by the respondents however this was backed up with help of the letter of introduction assure the respondents that information attained was purely for study purposes.
- ii) Financial constraints arising in the course of the research were counteracted with help of finances saved in advance on account separate from that used for domestic issues.
- iii) Bureaucracy in Public Procurement Entities leading delay in approval might occur and this might delay data collection. This was solved by designing questionnaires that the respondents filled on their will

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS

4.0 Introduction.

This chapter comprises of the findings that were gathered by the researcher from the employees of Uganda breweries limited on the topic OUTSOURCING AND ORGANISATIONAL PERFORMANCE

The data is presented and interpreted in view of the objectives mentioned in chapter one of this research. The interpretation also seeks to answer the research questions that were raised in chapter one.

Presentation and interpretation of data in this chapter has been done with the aid of quantitative and qualitative methods for example the use of tables, graphs, percentages and personal analysis and interpretation presented in essay form.

Questionnaires were provided to 25 respondents who filled them to the best of their knowledge.

4.1 Demographic characteristics

4.1.1 Gender of respondents

Table (I) Showing Gender respondents

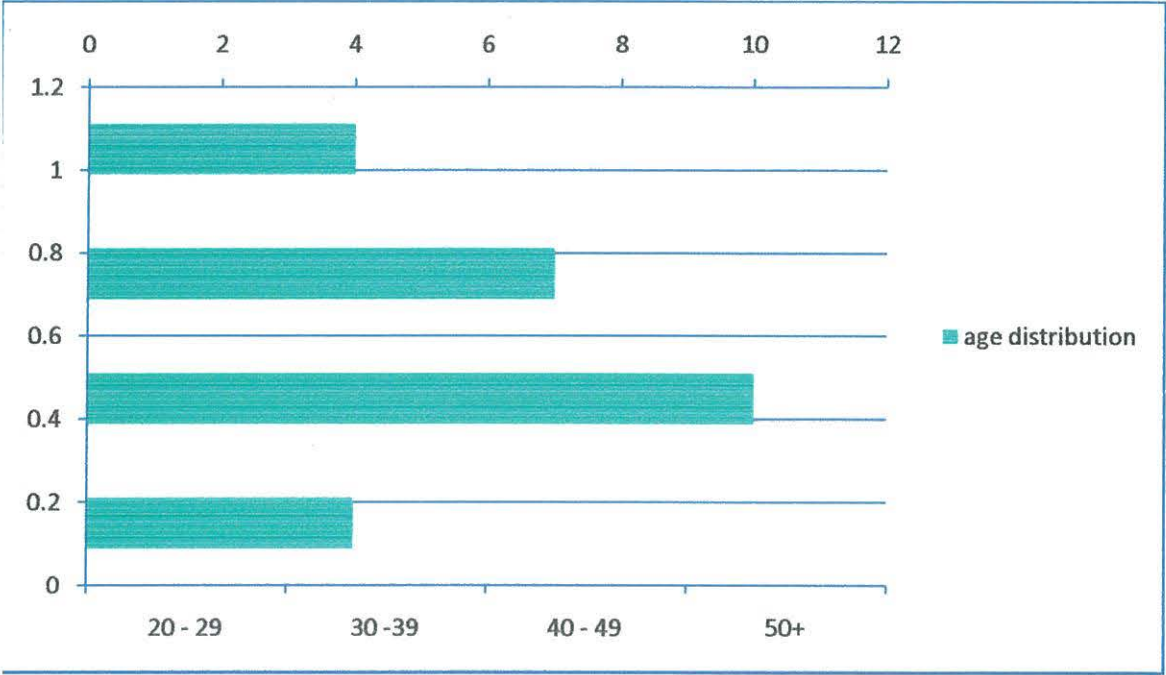
Respondents	Frequency	Percentage
Male	18	72
Female	7	28
Total	25	100

Source: primary data

From the table above, it can be seen that the majority of respondents are male that is 18 respondents representing 72% Of the total respondents and 7 respondents are female representing 28% of the respondents. This give an indication there is gender representation in the study.

4.1.2 Age distribution of respondents.

Figure i: The bar graph showing age distribution of respondents



Source: primary data

From the figure above, it can be seen that the majority of the respondents are aged between 29-40 years representing 40%, followed by 40-49 years representing 28% and then 20-29 with 4 respondents and above 50 representing 16%. From the above analysis, it can be construed that the majority of the respondents are young people and therefore they have an active memory hence the information obtained from them can be trusted and looked at as true and good representation of the information the researcher was looking for.

4.1.3 Level of qualification of respondents

Table (ii) showing academic qualifications of the respondents.

Academic qualifications	Frequency	Percentage
Diploma	5	20
Degree	10	40
Masters	7	28
Other	3	12
Total	25	100

Source: primary data

From the above table it is seen that that the majority of the employees from Uganda breweries are Degree holders representing 40% followed by masters at 28% followed by Diploma representing 20% followed and other representing 12% . This implies that the respondents are well educated and therefore the information obtained from them can be relied upon for the purpose of these study.

4.2 Whether outsourcing affects the performance of Uganda breweries.

The first objective of the study was to find out the effect of outsourcing on the performance of Uganda breweries.

4.2.1 Whether outsourcing is practised by Uganda breweries?

The responses that were gathered from the respondents are shown in the table below:

Table iii: Showing response to whether outsourcing is practised in Uganda breweries.

Response	Frequency	Percentage
Yes	22	88%
No	3	12%
TOTAL	25	100%

Source: Primary Data

From the table above, it's clearly indicated 88% that outsourcing is practised in Uganda breweries, 12% of the respondents disagree or say no . It is observed that there is majority support of respondents . This implies that the findings collected should be subjected to a thorough scrutiny before taking up action.

4.1.3 Activities outsourced by Uganda breweries limited.

Table iv: Showing response to the activities that Uganda breweries outsource.

Ways	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	F	%	F	%	f	%	f	%	f	%	F	%
Information technology .	15	60	5	20	2	8	2	8	1	4	25	100
Marketing	15	60	4	16	3	12	0	0	3	12	25	100
Consultancy	14	56	5	20	5	20	0	0	1	4	25	100
Catering	12	50	4	16	5	20	1	4	3	12	50	100

Distribution	18	72	0	0	4	16	1	4	2	8	50	100
cleaning	15	60	5	20	0	0	2	8	3	12	50	100

Source: Primary Data

From the table above, in regard to the outsourcing activities practised by Uganda breweries 60% of the respondents strongly agreed that information technology is among the key activities out sourced by Uganda breweries.. 20% of the respondents agreed, 8% were not sure, 8% disagreed and 4% of the respondents strongly disagreed.

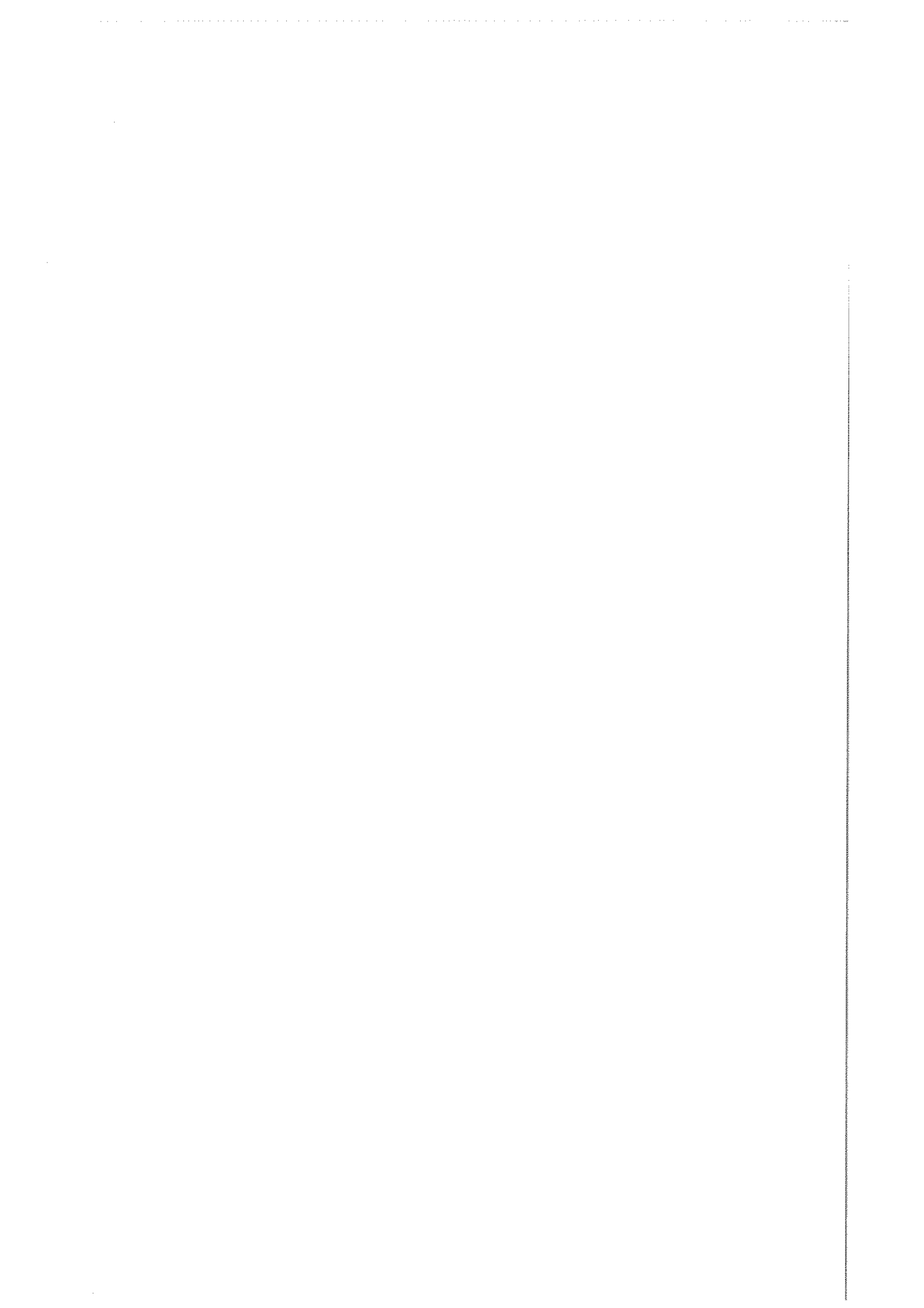
Marketing had 60% of the respondents who strongly agreed and also 16% who agreed, 12% of the respondents strongly agreed, none were not sure and 12% disagreed strongly

consultancy services had 56% of the respondents who strongly agreed, 20% agreed, 20% were not sure, None disagreed and 4% strongly disagreed.

catering had 50% of the respondents who strongly agreed, 16% agreed, 4% who disagreed and 10% who strongly disagreed and 20% were not sure.

Distribution had 72% of the respondents who agreed, 16% were Not sure, 8% strongly disagreed and 4% disagreed in regard to distribution as an outsourced activity .

Cleaning activity had 60% of the respondents who strongly agreed, 20 % agreed, none % were not sure, 8% disagreed and 12%strongly disagreed..



As seen from above, it is clear depending on an average of 75% of the respondents who agreed in regard to the activities outsourced by Uganda breweries, it is clear that the above activities are outsourced by Uganda breweries, however the point of disagreement that totals to an average of 25% of the respondents who disagreed the activities are not outsourced can be based on the fact that procurement is confidential so those aware of its activities are those with in the procurement department hence the statement that Uganda breweries operates a fully fledged outsourcing scheme.

4.3 Reasons for outsourcing by Uganda breweries limited.

In the first objective that sought to discover the activities outsourced by Uganda breweries also sought to find out the reasons or drivers fro outsourcing.

Table v: Showing response the reasons for outsourcing in Uganda breweries.

Reasons for outsourcing	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	F	%	F	%	f	%	f	%	F	%	F	%
The need to concentrate on core activities	15	60	5	20	2	8	3	12	0	0	25	100
the need for flexibility	17	68	1	4	2	8	2	8	1	4	25	100
Technicality of some activities	8	32	1	4	2	8	4	16	10	40	25	100

Lack of in house capacity	7	28	8	32	0	0	6	24	4	16	25	100
The need to reduce costs	12	48	7	28	1	4	3	12	2	8	25	100
The desire for inventions	12	48	4	16	3	12	5	20	1	4	25	100
The need to attract customers and reputation building	15	60	2	8	4	12	5	20	0	0	25	100

Source: Primary Data

The data collected above shows that:

On the reasons for outsourcing by Uganda breweries , the need to concentrate on core activities had 60% of the respondents who strongly agreed, 20% agreed, 8% disagreed, 12% respondents were not sure and non %strongly disagreed. This is a reason that had most respondents who strongly agreed and agreed

68% of the respondents strongly agreed with the need for flexibility as a reason for outsourcing. 4% agreed, 8% disagreed, 4% of the respondents strongly disagreed and 16% were not sure.

'Technicality of some activities ' had 32% of the respondents who strongly agreed, 4% agreed, 16% disagreed, 8% of the respondents were not sure and 40% strongly disagreed.

28% of the respondents strongly agreed with lack of in house capacity as a reason for outsourcing, 32% agreed, 24% disagreed and 16% of the respondents strongly disagreed and no respondent was not sure.

The need to reduce procurement costs had 48% of the respondents who strongly agreed, 28% agreed, 4% were not sure, 12% disagreed and 8% of the respondents strongly disagreed

Desire for invention had 48 % respondents who strongly agree,16% agree, 12% were not sure, 4% of respondents strongly agreed and 20 % of the respondents disagreed

To attract customers and gain corporate image had 60% respondents who strongly agreed,8% agreed, 12 % were not sure, 20% disagreed and non strongly disagreed agreed.

The following were brought in light of the by the respondents as the reasons for outsourcing

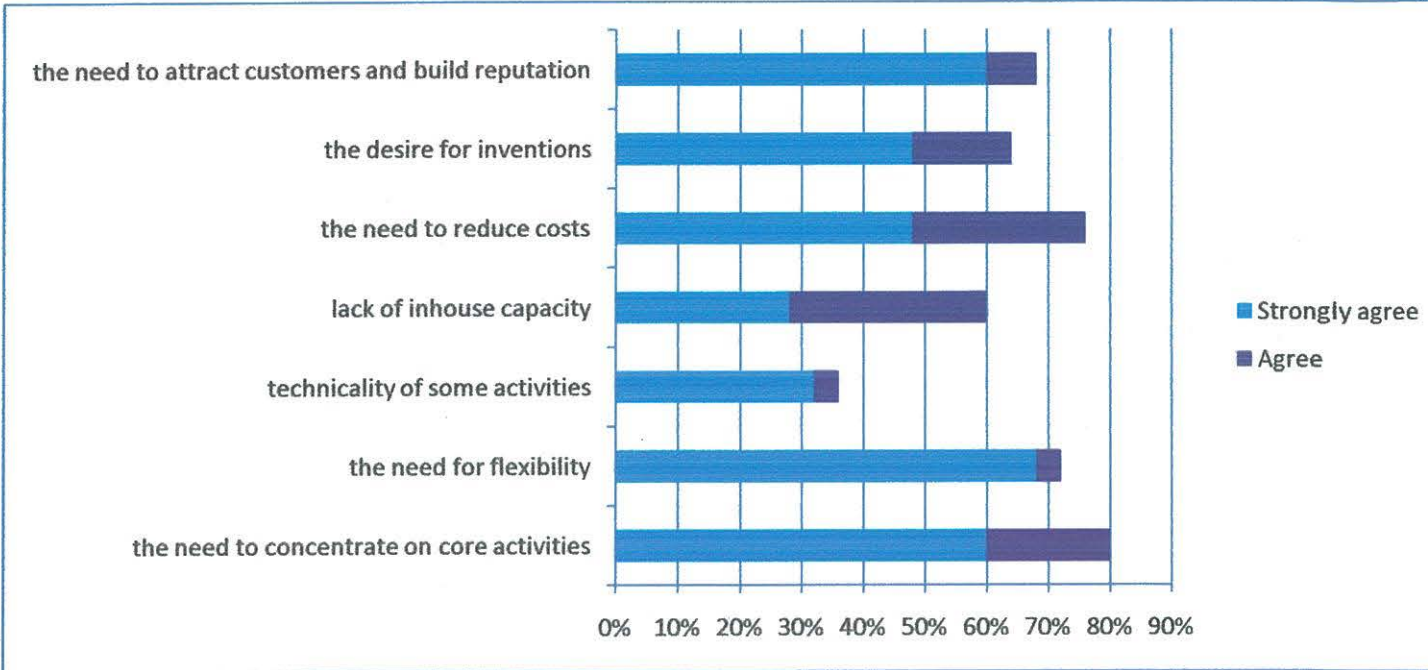
- Focus
- For competitive advantage
- To improve quality

Figure 3

Graph showing the respondednts response on the reasons for outsourcing, those who Strongly agree and Agree in percentage.

Figure 3

Graph showing the respondents response on the reasons for outsourcing, those who Strongly agree and Agree in percentage.



According to the responses from the respondents concerning the reasons for outsourcing; as shown in the graph above, of the respondents who Strongly agreed and agreed, it's evident that all the reasons suggested by the researcher accounts for outsourcing at Uganda breweries being witnessed “ the need to concentrate on core activities with the highest respondents in support of 80% of the respondents who strongly agree and agree. This is followed with reduced cost of procurement with 76% respondents who agree and strongly agree.

4.3 How outsourcing reduce costs at Uganda breweries

The second objective was intended to find out the how outsourcing at Uganda breweries reduce costs.

Table vi: Showing responses on how outsourcing reduce cost at Uganda breweries.

Cost reduction	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Total

Avoids ordering costs	15	60	5	20	2	8	0	0	3	12	25	100
Reduction in storage costs	20	80	2	8	2	8	0	0	1	4	25	100
Reduced administration costs	15	60	3	12	2	8	3	12	2	8	25	100
reduced stock out costs	12	48	0	0	5	20	4	8	4	16	50	100
reduced transport costs	14	56	2	8	1	4	5	20	3	12	25	100
reduction in advertising and marketing costs	6	24	4	16	5	20	10	40	0	0	25	100

Source: Primary Data

The data collected above shows that:

In regard to the outsourcing and cost reduction, “ avoids ordering costs had 60% of the respondents who strongly agreed, 20% agreed, 8% disagreed, zero respondents were not sure and 12%strongly disagreed.

80% of the respondents strongly agreed with reduction in storage costs, 8% agreed, 8% were not sure, none of the respondents disagreed and 4% strongly disagreed.

'reduced administration costs' had 60% of the respondents who strongly agreed, 12% agreed, 12% disagreed, 8% of the respondents were not sure and 8% strongly disagreed.

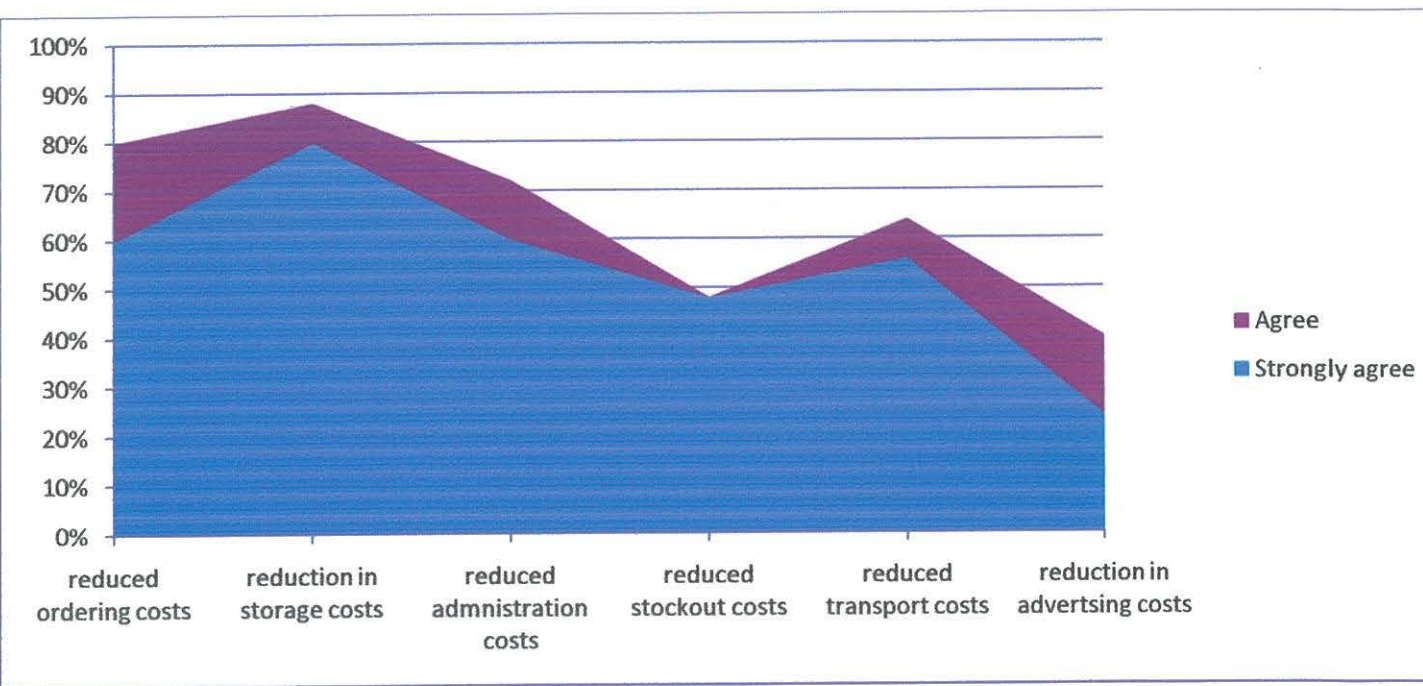
48% of the respondents strongly agreed with reduced stock outs, none agreed, 20% were not sure, 8% disagreed and 16% of the respondents strongly disagreed

The issue of reduced transportation costs had 58% of the respondents who strongly agreed, 8% agreed, 4% were not sure, 20% disagreed and 12% of the respondents strongly disagreed

Reduced advertising and distribution cost had 24% respondents who strongly agree, 16% agree, 20% were not sure, none of respondents strongly agreed and 40% of the respondents disagreed

Figure 2

The graph showing respondents who Strongly agree and Agree in percentage with outsourcing and cost reduction.



According to the responses from the respondents concerning how outsourcing reduce costs, it is clear that the stated ways were acceptable by the respondents, as shown in the graph above, of the respondents who Strongly agreed and agreed that gives an average response of 64 % in regard to costs. This indicate that the those who are not sure, disagree and strongly disagree constitute 36 % of the total respondents. Therefore whereas there is an agreement that outsourcing reduce costs, the minority 36% can not be underestimated, therefore before making any conclusion , other factors that can complete outsourcing in cost reduction should not be under looked.

4.4 impact of outsourcing on organisational performance .

The third objective of the researcher was to find out the relationship between outsourcing and organisational performance at Uganda breweries.

Table viii: Showing response to whether outsourcing is related to organisational performance

RESPONSE	FREQUENCY	PERCENTAGE
Yes	15	60%
No	5	20%
Not Sure	5	20%
TOTAL	25	100%

Source: Primary Data

As seen in the table above, since 60% of the respondents agreed that outsourcing has a relationship with organisational performance. However this argument is not so convincing because of the substantial percentage of disagreements and those who are not sure, that is 20% and 20% respectively which totals up to almost the percentage of agreements therefore before drawing any conclusions on this objective other parameters need to be seriously considered and addressed as well.

Table ix: Showing response to the ways in which outsourcing is related to organisational performance.

WAYS	STRONGLY AGREE		AGREE		NOT SURE		DISAGREE		STRONGLY DISAGREE		TOTAL	
	F	%	F	%	F	%	F	%	f	%	F	%
Efficiency	13	52	2	8	0	0	6	24	4	16	25	100
Quality	10	40	6	28	3	12	4	16	1	4	25	100
Flexibility	7	28	10	40	1	4	3	12	2	8	25	100
Profitability	20	80	1	4	2	8	2	8	2	8	25	100
Reputation	14	56	5	20	0	0	2	8	1	4	25	100
Competitiveness	16	64	4	16	2	8	2	8	1	4	25	100

Source: Primary Data

From the table above, 52% and 8% of the respondents strongly agreed and agreed respectively with efficiency as a point of relationship between outsourcing and organisational performance and none of the respondents were not sure, and 24% disagreed 16% strongly disagreed.

40% of the respondents strongly agreed that quality is a mechanism of relationship between outsourcing and organisational performance with 28% agreeing as well, while 12 % respondents were recorded for not being sure, 16% disagreed and 4% strongly in disagreed

28 % of the respondents Agreed in respect with flexibility 40% agreed, 4% of the respondents were not sure,12% disagreed and 8% strongly disagreed.

“profitability ” as a point of relationship was strongly agreed upon 80% of the respondents,4% agreed, 8% of the respondents were not sure, 8% strongly disagreed and 8% disagreed.

Reputation because of exposure was strongly agreed upon by 56% of respondents,20% agreed, 12% were not sure,8% strongly disagreed and 4% disagreed.

Competitiveness by the organisation had 64% of respondents in strong agreement,16% agreed,8%were not sure ,4% strongly disagreed and 8% disagreed.

CHAPTER FIVE

DISCUSSION, SUMMARY, CONCLUSION, RECOMMENDATIONS AND SUGGESTIONS

5.0 Introduction

The study was carried out with the view to assess the impact of outsourcing on organisational performance at Uganda breweries limited.

This chapter is concerned with discussion, summary, conclusion, recommendations and suggestions about the findings that were gathered from the case study.

5.1.0 Discussion of findings

5.1.1 Activities outsourced by Uganda breweries.

In view of the first objective which sought to find out the activities outsourced by Uganda breweries .it is clear that the respondents contends that the activities include marketing, information technology, consultancy, cleaning, catering and distribution of their activities. That contends with various authors on the same subject.

5.1.2 The reasons for outsourcing at Uganda breweries.

Considering the first objective which was to find out the reasons for outsourcing, it was found out that According to the responses from the respondents concerning the reasons for outsourcing, of the respondents who Strongly agreed and agreed, it's evident that the reasons suggested by the researcher exist with the need to concentrate on core activities taking lead followed by the need for cost reduction. So the research findings are in line with

Rete Engardio (2002) who contends that Part of any analysis for a manufacturing company deciding to outsource any of its operations includes the cost of labor. Labor remains one of the biggest costs of any manufacturing company. Having employees on the company payroll means paying them a competitive wage and, for most companies, it also means providing some form of employee health benefits. But outsourcing labor costs doesn't always mean moving the production to another country. Companies can outsource labor simply by using workers from temporary agencies instead of having employees on the payroll. Benefits for the company that

outsources its labor include the flexibility of increasing or decreasing staffing needs as required, a lower hourly wage paid to a temporary worker than that of a comparably skilled fulltime employee and less employee healthcare benefits expenses (Houghton maffin 1992)

Overhead Cost. Many United State companies have outsourced their manufacturing to eliminate the overhead cost associated with operating a manufacturing facility stateside. These overhead costs include utilities, such as gas, electric and water, and the maintenance required to operate production equipment. Other overhead costs include indirect labour such as quality assurance personnel, equipment technicians, material handlers, and shipping and receiving personnel.

Another deriver for outsourcing according to the respondents of Uganda breweries is flexibility that is commensurate with who argues that . Some manufacturing companies have gained increased flexibility by outsourcing their production. Typically, production gets outsourced to a contract manufacturer, or a company that produces goods under the label or brand of another firm. Contract manufacturers might produce goods for two or more companies, and even for competitors within the same industry. Since the contract manufacturer has more production capacity (the ability to produce more goods) than the original manufacturing company, it can respond to increased production requirements faster than the original manufacturer. Instead of the original manufacturer making a capital investment in new equipment to increase its production capacity, it informs the contract manufacturer that it requires more goods. Although the requested increase (or decrease) in production might change the terms and costs associated with the original production contract, it's more flexible than making a one-time capital investment that could sit idle if the increased demand diminishes.

5.1.3 How does outsourcing reduce costs.

In relation the second objective which sought to establish how outsourcing reduces costs. From the field respondents According to the responses from the respondents concerning how outsourcing reduce costs, it is clear that the stated ways were acceptable by the respondents, as shown in the graph above, of the respondents who Strongly agreed and agreed that gives an average response of 64 % in regard to costs. This is viewed in the reduction of administrative costs, reduction of storage costs, reduction of ordering costs , minimizes costs of marketing and distribution and reduction of stock out costs. This costs are in line with authors like

Muhelemann et al (1992) also contends that for one to fully achieve cost reduction in procurement, they must first of all understand fully the costs involved in stock. The economies of stock are determined by an analysis of the costs incurred in obtaining and carrying inventories under the following headings.

Purchasing and supply management professionals are decision makers on matters that involve large sums of money. It is therefore right to conclude that such decisions have highly detrimental cost implications if taken sub optimally. The need to analyse the cost of an item over different stages is today taking a leading interest in the minds of leading firms as they seek to improve competitive advantage in the short as well as the long run. Given this view it is no longer possible to compete effectively with buying teams focusing on the shop floor cost of an item while ignoring costs that appear before and those that come in up to the point it is disposed off.

5.1.4 Relationship between outsourcing and organizational performance

The third objective sought to find out the relationship between outsourcing and organisational performance. From the respondents it is clear that 60% of the respondents argue that outsourcing impact positively on organisational performance, the points of relationships are in line with improved quality, profitability, competitiveness, flexibility reputation and efficiency plus speed in its operations. This was agreed the most of the respondents.

5.2 Summary of the findings.

The key findings of the study include the following:

The researcher found out that 88% of the respondents agreed that outsourcing is practised in Uganda breweries.

It is clear that Uganda breweries outsource a range of activities that include information technology, marketing, distribution, cleaning, catering and consultancy services.

The reasons for outsourcing in Uganda breweries include, the desire to reduce costs, to concentrate on core activities, to achieve flexibility, the need for innovation among others that had 75% of the respondents who strongly agreed and agreed.

It was found out that outsourcing contributes to cost reduction at Uganda breweries and this is through avoid ordering costs , reduction in storage costs , reduced administration costs, reduced stock out costs , reduced transportation and the like that accounts for 68% of the respondents who strongly agreed and agreed.

In regard to the effect of outsourcing on organisational performance 60% of the respondents agreed that out sourcing has a relationship with organisational performance . 40% disagree with the statement.

Outsourcing is related to performance through the following ways efficiency, quality, flexibility , profitability , reputation and competitiveness especially in pursuing its procurement activities.

5.3 Conclusion

▪ According to the objectives set out in this research, the researcher observes that outsourcing impacts on performance of Uganda breweries. Though it was not so much convincing because of the substantial agreement of 60% as per the evidence showed by the findings of the study. This makes the researcher give necessary assessment that is a key avenue for implementation of strategies suggested and other areas of researcher that are subsidiary to the topic of discussion , the points of importance and how outsourcing reduces costs should not be underestimated before taking further steps in according recommendations.

5.4 Recommendations

The researcher in her study came up with the following recommendations.

Uganda breweries practise outsourcing basing on 88% agreement therefore, the outsourcing schemes should be improved to streamline its importance in the organisation.

Uganda breweries outsource a range of activities such so it should base on the non core activities and avoiding outsourcing the core ones so as to avoid the instances of the negativities associated with outsourcing such as loss of confidentiality and general decline in house capacity.

The reasons for out sourcing are genuine but more value by Uganda breweries need to be attached on core values while maintaining a strong coordination and monitoring on the outsourced functions.

Outsourcing basing on 64 % of the respondents reduce costs, though the percentage is in line with the aspects of cost reduction suggested by the researcher . a minority 36% non agreement calls for the assessment of other alternative ways other than outsourcing through which cost reduction can be realised so as to perform and operate at a subsidised costs.

Outsourcing has been linked with performance basing on the 60 % respondents who agreed with the views raised by the researcher, this is not though much convincing because of the substantial disagreement of 40%. This therefore indicates that to enhance performance , other factors other than outsourcing alone have to complement.

5.5 Areas of further research

The researcher suggests the following as possible areas for further research on outsourcing and organisational performance

- Outsourcing and cost rationalisation
- Effect of out sourcing on procurement performance .
- Impact of outsourcing on customer satisfaction in organisations.

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APPENDIX I : RESEARCH INSTRUMENT , QUESTIONNAIRE

Dear Respondent

Research Instrument : Questionnaire

I ACIROCAN GLORIA a student of Kampala International University pursuing a Bachelors Degree of Supplies and procurement management carrying out research on the impact of OUTSOURCING ON ORGANISATIONAL PERFORMANCE AT UGANDA BREWERIES.

This questionnaire is mainly for data collection and has been designed for academic reasons and as a partial fulfillment of Bachelors of supplies and procurement management of Kampala international University. The researcher will hold confidential any information given and under no circumstance will any one's name appear as an individual. I kindly therefore request that you fill in the questions as instructed respectively.

Tick the appropriate box according to you where applicable. Fill in the information in the space provided.

PART A

A) Respondent's particulars.

1. Age bracket

20-29

30-39

40-49

50+

2. Sex:

Male

Female

3. Position held

4. What is your level of education?

Diploma other

Degree

Masters

PART B

Is outsourcing practiced in your organization.

Yes

No

If yes is the following are the activities that your organisation outsource.

(1-Strongly Agree, 2-Agree, 3-Not sure, 4-Disagree, 5-Strongly disagree) **Tick the appropriate box.**

Activities outsourced	1	2	3	4	5
Information technology					
Marketing					
Catering					
Distribution					
Cleaning					
Consultancy services					

If there are any other activities your company outsource, please mention them

5. What are the reasons for outsourcing. The following are some of the reasons for outsourcing in our organisation (1-Strongly Agree, 2-Agree, 3-Not sure, 4-Disagree, 5-Strongly disagree) Tick the appropriate box.

Reasons for outsourcing	1	2	3	4	5
Focus					
The need for flexibility					
Over head costs					
Lack of in house capacity					
Desire for invention					
Technicality of some activities					

If there are any other reasons that justify outsourcing, please mention them, u can also give an elaborate expression of the above reasons.

.....

.....

PART C

OUTSOURCING AND COST REDUCTION

6. In your own view, do you think outsourcing reduce costs.

Yes

No

If yes outsourcing reduce costs in the following ways (1-Strongly Agree, 2-Agree, 3-Not sure, 4-Disagree, 5-Strongly disagree) **Tick the appropriate box.**

Out sourcing and cost reduction	1	2	3	4	5
Avoids ordering costs					

Storage costs are not incurred					
Reduced costs of administration					
Reduced costs of stock outs like loss of good will					
Transportation costs are incurred by the outsourced firm					

If there are other ways in which outsourcing reduce costs, please mention them.

.....

9 . Does Outsourcing have an impact on the performance of Uganda breweries?

Yes

No

Not sure

1. If yes, does it impact on performance through the following ways?

(1-Strongly Agree, 2-Agree, 3-Not sure, 4-Disagree, 5-Strongly disagree) **Tick the appropriate box.**

How outsourcing impact on performance	1	2	3	4	5
Quality					
Efficiency and speed					
Flexibility					
Profitability					

If there are any other ways in which outsourcing impact on performance of Nile Breweries, please mention them.

.....
.....

THANKS

GOD BLESS YOU

Appendix I : Research Time frame

This entails different activities and their stipulated weeks when to be preformed.

N O	ACTIVITY	DAY/WEEK
1	Proposal write up	September 2012
2	Questionnaire and other data collection development	September ..
3	Methodology & literature review	September ..
4	Data processing & analysis	October ..
5	Complete dissertation review	November ..
6	Any other activity/submission	November ..

Appendix ii Research Budget

The research is to be funded by the researcher and below is cost allocations to various activities.

N	ITEM	COST
1	Photocopy and printing	100,000/=
2	Research analysis	100,000/=
3	Meals	100,000/=
4	Data analysis	150,000/=
5	Consultation	50,000/=
6	Miscellaneous	50000/=
	TOTAL	550,000/=