

UGANDA MARTYRS UNIVERSITY

FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT

BACHELOR OF BUSINESS ADMINISTRATION AND MANAGEMENT

END OF SEMESTER TWO EXAMINATIONS, BBAM III & BPSCM III (JAN INTAKE) 2022/2023

DEPARTMENT OF MANAGEMENT SCIENCE

STRATEGIC RELATIONS IN PROCUREMENT

DATE: 24th May, 2023

Time allowed: 3hrs: 2.00pm - 5.00pm

Instructions to Candidates:

1. *Answer any 4 questions*
2. *All questions carry equal marks*
3. *Do not write anything on this question paper*
4. *Start every question on a new page*
5. *Mobile phones are NOT allowed in the examination room*



QUESTION ONE

“Suppliers should be viewed as strategic business partners with whom you have on-going development”.

- a) Examine the rationale for a supplier development strategy (15marks)
- b) Explain the drawbacks in attempt to engage in a supplier development initiative (10marks)

QUESTION TWO

“Change management is critical due to the changing nature of procurement which includes a shift towards corporate procurement and increased emphasis on social responsibility”

- a) Explain any Five types of change (10marks)
- b) Examine the challenges facing change in procurement (10marks)
- c) How beneficial are procurement changes (5marks)

QUESTION THREE

The essence of strategic supplier alliances is to leverage the strategic and operational capabilities of individual participating companies to achieve ongoing benefits to each other.

- a) Using relevant examples provide a justification for the statement above (10marks)
- b) Examine the critical success factors for strategic supplier alliances (10marks)
- c) Mention any five challenges faced by entities in their bid to embrace the alliance venture? (5marks)

QUESTION FOUR

- a) Using relevant examples, describe the concept, “business portfolio” (3marks)
- b) Discuss the strategies that may be adopted by management using a product positioning matrix in this competitive business environment. Use an illustration. (10marks)
- c) Design and explain a purchasing portfolio model for a manufacturing company of your choice (12marks)

QUESTION FIVE

“In any firm, to ensure supplier, firms and customer’s needs satisfaction, one must also focus on the strategic cost management of the supply chain. Short of that, a lot can be compromised”

- a) Explain the gains derived from managing costs across the supply chain. (10marks)
- b) Examine the critical success factors for performance measurement in strategic cost management of costs across the enterprises. (10marks)
- c) State the common barriers to strategic cost management (5marks)

QUESTION SIX

Write brief notes on any **five** of the following terms as used in strategic relations in procurement and supply chain (25marks)

- a) Value engineering
- b) Supply base optimization
- c) Lean supply chain
- d) Strategic supplier alliances
- e) Integrated supply chain management
- f) Supplier development
- g) Supply chain

End of Question Paper