

UGANDA MARTYRS UNIVERSITY

FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT

BACHELOR OF BUSINESS ADMINISTRATION AND MANAGEMENT

END OF SEMESTER EXAMINATIONS, BBAM III (JAN-INTAKE) & BPSCM III
(AUGUST INTAKE) 2023/2024

DEPARTMENT OF MANAGEMENT SCIENCE AND ENTREPRENEURSHIP

Strategic relations in procurement (PSM 3103)

DATE: Thursday, 7th December, 2023

Time allowed: 3 hours; 9.30am - 12.30pm

Instructions to Candidates:

1. Answer *Question ONE* any other *TWO* 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 (CONCPULSORY)

Every organization will strive to ensure that there are clear strategies formulated, implemented and evaluated in order to achieve the objectives of an enterprise and functions within an enterprise. In light of this, there is need by the organization or entity to guarantee strategies aimed at long term sustainability of the supplies and services that are critical to a firm's ability to meet the core business objectives

- a) Using any manufacturing company of your choice, formulate;
 - i. The vision statement (2marks)
 - ii. The mission statement (2marks)
 - iii. Two main objectives (2marks)
 - iv. Derive 2 procurement objectives from each of the main objectives (iii above) (8marks)
- b) Using an illustration, indicate the levels of business strategy and explain role and or activities performed at each of the levels identified. (12marks)
- c) Provide a SWOT analysis for the manufacturing company (in - a, above) (10marks)
- d) Using the Kraljic portfolio model, interpret the meaning of each quadrant and suggest at least TWO strategies that may be applied under each quadrant to guard against supplies disruption (12marks)

QUESTION TWO

Supply development involves building and maintaining relationships with suppliers which can include working with suppliers to develop new products or processes, improving supply chain visibility, and enhancing communication and collaboration. Therefore, effective supplier development requires a long-term perspective, as well as a willingness to invest in supplier relationships over time. Provide a critical analysis of your understanding of supplier development as a student who has gained vast knowledge in strategic relations in procurement. (25marks)

QUESTION THREE

In order to properly handle strategic relations in any, both internal and external stakeholders are significant for 'low stained' deliveries of goods and supplies. Therefore, stakeholder management is a critical component to the successful delivery of any project, programme, or activity. For instance, when a

business fails and runs bankrupt there is a pecking order among various stakeholders in who gets to be repaid on their capital investment.

- a) Explain why managing relationships with internal and external stakeholders is a key to a business's long-term success **(10marks)**
- b) Examine the challenges encountered in attempt to manage stakeholders **(10marks)**
- c) State the importance of stakeholder analysis in strategic procurement **(5marks)**

QUESTION FOUR

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 FIVE

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

- a) Value engineering
- b) Value analysis
- c) Supply base optimization
- d) Lean thinking and lean supply chain
- e) Integrated supply chain management

End of Question Paper