

UGANDA MARTYRS UNIVERSITY
BACHELOR OF BUSINESS ADMINISTRATION AND MANAGEMENT
BBAM III EXAMINATION 2014/2015

Pro 2202: Strategic Procurement Special/Supplementary Exam

Date: 04/08/2015

Time: 3 Hours

Instructions

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1. Answer any four questions. All questions carry equal marks
 2. **DO NOT WRITE ON THIS QUESTION PAPER**
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Question one

- a. Define the terms 'strategic planning' and 'strategic management' **(4Marks)**
- b. Explain the features and applicability of the BCG Portfolio Analysis **(12Marks)**
- c. Discuss the strategic implications of the BCG Matrix **(9Marks)**

Question two

You have recently joined Leaner Group Ltd as an Operations Manager. The company has suffered as a result of KCCA restructuring Known as "Clean up Kampala City". Your first impression is that the company is living in Nineteen Seventies and has little chance of survival unless its management systems are extensively modernized. You believe it is necessary to carry out a SWOT analysis.

- a. In a report to the Managing Director, discuss the need for undertaking a SWOT analysis and why it is a crucial step in the strategy development process. **(10Marks)**
- b. Discuss why it is important to align the procurement strategy to the overall organizational strategy. **(10marks)**
- c. Give some of the likely limitations for SWOT Analysis **(5marks)**

Question three

With reference to any organization of your choice, explain;

- a. The need for change **(10Marks)**
- b. Why is there resistance to change, and how can it be overcome? **(10Marks)**
- c. Give any 5 (five) soft skills needed for the change managers **(5marks)**

Question four

- a) Define the term 'Supplier Development' **(3marks)**
- b) Discuss the benefits of formalized supplier development programmes **(10marks)**

- c) Describe the enablers and barriers of sustained supplier development programme in an organization. (12marks)

Question five

"Strategic cost management processes are a critical part of any firm's overall competitive strategy, especially as more firms begin to compete as extended enterprises".

- a) Describe the concept 'strategic cost management' (3 marks)
b) Identify the possible barriers faced by organizations while trying to manage costs strategically? Suggest possible solutions (12 marks)
c) What are some of strategies that can be adopted in order to manage costs strategically? (10 marks)

Question six

- a. Explain why you think it is important for organizations to manage strategically.(10Marks)
b. Mintzberg provides 5 (five) definitions for strategy which he refers to as the 5 P's of strategy. Briefly discuss Mintzberg's view and provide a brief explanation of the 5 P's. (10Marks)
c. Outline any five factors that favor decision to make (5marks)

Success