

**UGANDA MARTYRS UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT
BACHELOR OF BUSINESS ADMINISTRATION AND MGT
YEAR III EVENING SEMESTER ONE FINAL EXAMINATIONS 2019**

STRATEGIC PROCUREMENT

INSTRUCTIONS:

- All questions carry equal marks
 - Attempt FOUR Questions in Total. Section A is Compulsory.
 - Time Allowed; 3 hours
 - Any form of cheating will lead to automatic disqualification
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Section A

Answer BOTH Questions

Q.1

Few companies have as solid a reputation for supplier relationship management as Toyota does. The world's biggest auto maker has developed long-term, collaborative and close partnerships with its key Japanese suppliers over a period of several decades. In its European operations, like those of North America, supplier relationship management (SRM) is also a major focus area, albeit one with a shorter history.

- a) Define the term 'Supplier Relationship Management'. (3 Marks)
- b) With examples, explore the benefits of such long-term supplier alliances in any procurement setting (12 Marks)
- c) Briefly examine the challenges faced by companies engaged in such long-term alliances mention in (b) above. (10 Marks)

Total 12 Marks

Q.2

- a) What is 'Supplier Positioning?' (3 Marks)
- b) Using any appropriate illustration, categorize the products of a Manufacturing Firm like Roofing's limited using the Supplier Positioning Model. (14 Marks)
- c) Describe the key implications of the Suppliers Positioning Model (8 Marks)

Section B
Choose any TWO Questions

Q.3

- a) Define the term 'Supplier Quality Management'. (3 Marks)
- b) With relevant examples, explore the various principles of supplier quality management that are considered to be one of the most robust and powerful set of ideas ever developed in business (14 Marks)
- c) Briefly discuss any four quality management tools used in organization. (8 Marks)

Total 25 Marks

Q.4

- a) What do you understand by the term 'Supplier Perception'? (2 Marks)
- b) 'Procurement managers must put a lot of attention on the perception of their suppliers' before strategic planning commences'. Discuss the statement (14 Marks)
- c) Briefly examine the challenges of strategic procurement (9 Marks)

Total 25 Marks

Q.5

- a) Define the term 'Supplier Development'. (2 Marks)
- b) Using locally generated examples, discuss the process of supplier development that managers should observe while implementing this initiative. (13 Marks)
- c) Explore the challenges of supplier development any organization may face (10 Marks)

Total 25 Marks

Q.6

Briefly discuss the following concepts as used in Strategic Procurement:

- i) Supply Base Optimization (5 Marks)
- ii) Lean Supply Management (5 Marks)
- iii) Supply Disruption (5 Marks)
- iv) KAIZEN (5 Marks)
- v) Adversarial Relationships (5 Marks)

Total 25 Marks

-----*Good Luck*-----