

UGANDA MARTYRS UNIVERSITY

FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT

BACHELOR OF PROCUREMENT AND SUPPLY CHAIN MANAGEMENT

END OF SEMESTER ONE EXAMINATIONS, BPSCM III 2021/2022

DEPARTMENT OF MANAGEMENT SCIENCE

Strategic relations in procurement

DATE: Thursday 20th Jan 2022

Time allowed: 3 hours (9:30 – 12:30)

Instructions to Candidates:

1. Do **NOT** write anything on this question paper.
2. Answer Question **ONE** and any other **THREE** questions
3. Begin a new number on a fresh page
4. Credit will be given for use of relevant examples and illustrations
5. Mobile phones are **NOT** allowed in the examination room

QUESTION ONE (COMPULSORY)

Dudu Ltd is a company specialized in manufacture of tyres, Panda deals in production of motor engines and Mamba deals in manufacture and assembly of motor vehicles. Due to stiff competition in the motor industry, Mamba thinks that the best way to out compete the opponents is engaging Dudu and Panda right from the start. The motor industry world over has been incurring unnecessary costs resulting recalls of vehicles with faulty engines, the tyres have not been long lasting as they wear out so fast and braking systems failure. However, Mamba had not faced with problems regarding braking systems as it is one of its areas of expertise.

Required;

- a) As an expert in strategic procurement, advise management of Mamba of the strategies that it can adopt in order to overcome issues raised above (12marks)
- b) Examine the importance of Mamba incorporating Dudu and Panda at the initial stages in vehicles designs through operations to assembly (12marks)
- c) What would hold back in attempt to have the three companies in pursuit of their goal? (10marks)
- d) Discuss the spectrum of supplier involvement under supplier integration in new product/service development (06marks)

QUESTION TWO

Supplier development involves provision of assistance in terms of training, finance, technology or any other form from a buyer to a supplier.

- a) How may buyers improve their relationships with suppliers of strategic value?(10marks)
- b) Examine the benefits that may accrue from this relationship (10marks)

QUESTION THREE

'In all cases, there is a state of discomfort that may necessitate the implementation of strategies for change to a better state'.

- a) What may compel changes in procurement function/unit or a firm? (5marks)
- b) What is attributed to failures being registered when entities try implementing changes? (5marks)
- c) Examine any FIVE strategies for overcoming resistance to change (10marks)

QUESTION FOUR

- a) Examine the strategies that are applied by purchasing professionals in a global context using a portfolio model. (10marks)
- b) Discuss the importance and limitations of a SWOT analysis (10marks)

QUESTION FIVE

Most global companies have embarked on cost control as a measure of boosting their profitability. However, certain difficulties have been met and still costs are high both under on-going production and new product design. Achieving this goal, these manufacturing firms cannot do it in isolation and therefore have to involve all supply chain members.

- a) Examine the strategies that these firms and companies may adopt in order to avoid or reduce costs throughout the supply chain (10marks)
- b) Examine the barriers and suggest possible solutions for these firms in attempt to achieve this objective (10marks)

QUESTION SIX

- a) The supply chain rather than the individual unit is positioned as the key competitive unit. Describe what an integrated supply chain management is and explain the excellence traits of integrated supply chain management known to you (14marks)
- b) Suggest areas for improvement within integrated supply chains (6marks)

End of Question Paper