



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF LAW, BUSINESS INTELLIGENCE AND ECONOMICS

DEPARTMENT OF ECONOMICS, MARKETING AND ENTREPRENEURSHIP

EXAMINATION PAPER

COURSE CODE : CPS 410
COURSE TITLE : APPLIED STRATEGIC PURCHASING
SPECIAL REQUIREMENTS : NO SPECIAL REQUIREMENTS
DURATION : 3 Hours
LEVEL : 4:2
DATE : 14 APR 2023

INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue.
2. **QUESTION ONE IS COMPULSORY**
3. Answer **QUESTION ONE AND ANY THREE (3)** questions.
4. Begin each question on a new page.
5. The number of marks for each question or part question is shown in brackets []
6. Use of practical examples where necessary is encouraged

CASE STUDY

In the 1990s industries began to focus on “core competencies” and adopted a specialization model. Companies abandoned vertical integration, sold off non-core operations, and outsourced those functions to other companies. This changed management requirements by extending the supply chain well beyond company walls and distributing management across specialized supply chain partnerships. This transition also re-focused the fundamental perspectives of each respective organization. OEMs became brand owners that needed deep visibility into their supply base. They had to control the entire supply chain from above instead of from within. Contract manufacturers had to manage bills of material with different part numbering schemes from multiple OEMs and support customer requests for work - in-process visibility and vendor-managed inventory (VMI). The specialization model creates manufacturing and distribution networks composed of multiple, individual supply chains specific to products, suppliers, and customers who work together to design, manufacture, distribute, market, sell, and service a product. The set of partners may change according to a given market, region, or channel, resulting in a proliferation of trading partner environments, each with its own unique characteristics and demands

QUESTION ONE

From the case above, outline any five strategies can be adopted by a Telecommunication company like Netone to regain its lost market share and be the leader in the industry. **[25 Marks]**

QUESTION TWO

As the new appointed Chief Procurement Officer, you have been tasked to outline five sourcing strategies that can be applied to a failed/collapsed/non-viable entity. **[25 Marks]**

QUESTION THREE

Discuss five major roles played by Zimbabwe government in facilitating the global procurement of goods and services by various types of international logistics actors.

[25 Marks]

QUESTION FOUR

Discuss any five ways in which procurement department may contribute to the overall strategy of a company.

[25 Marks]

QUESTION FIVE

Discuss five key steps to develop a solid digital procurement strategy.

[25 Marks]

THE END

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