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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2022/2023 ACADEMIC YEAR**  
**FOR THE DIPLOMA IN PROCUREMENT AND SUPPLY MANAGEMENT**  
**DPS 1404-PURCHASING AND SUPPLY STRATEGY**

Date: 19<sup>th</sup> April, 2022  
Time: 2.30 pm – 4.30pm

**INSTRUCTIONS TO CANDIDATES**

**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

**QUESTION ONE (30 MARKS)**

- a. Strategic management is a very important activity in an organization clearly elaborate the concept and formulators of the following four levels of strategies;
  - i. Corporate (2marks)
  - ii. Business (2marks)
  - iii. Functional (2marks)
- b. Strategic evaluation is a key activity when implementing a strategy. Give reasons as to why it is important (5mks)
- c. Customers are mainly the target of satisfaction in strategic management. Explain why customers are key factors in any organization. (5mks)
- d. Identify factors that may positively or negatively affect a change process in an organization (6 marks).
- e. Highlight the importance of strategic supplier management (3 Marks)
- f. Give FIVE key supply chain processes (5 Marks)

**QUESTION TWO( 20 MARKS)**

- a. Discuss any four “Ethical factors” affecting Purchasing and Supply functions (10 marks).
- b. Highlight on any three factors that may positively or negatively affect a change process in an organization (10 marks).

**QUESTION THREE (20 MARKS)**

- a. Most Strategies succeed due to the fact that “pilot” testing is normally initiated before the new strategy is fully implemented. Discuss reason why it is preferred in strategic management (10 marks).
- b. Using your own illustrations, discuss the concept of “green issues” (10 marks).

**QUESTION FOUR (20 MARKS)**

- a. Explain the advantages of the practice of environmental scanning (10 marks).
- b. “SWOT” and “PESTLE” are key environmental scanning tools. Discuss what they entail (10 marks).

**QUESTION FIVE( 20 MARKS)**

- a. You are appointed as the Project Manager of Opuka Research Institute. Evaluate reasons why you would prefer Democratic style of leadership to Autocratic style(10marks)
- b. In Purchasing and Supply function, Transport is a key function, though some critics state that it is a “necessary evil”. Discuss reasons that justify their thinking. (10marks)