



EMBU UNIVERSITY COLLEGE
(A Constituent College of the University of Nairobi)

2015/2016 ACADEMIC YEAR

TRIMESTER EXAMINATION

FIRST YEAR EXAMINATION FOR THE DIPLOMA IN PURCHASING AND SUPPLIES

BBA 202: PURCHASING AND SUPPLY MANAGEMENT STRATEGY

DATE: AUGUST 16, 2016

TIME: 8:00-10:00AM

INSTRUCTIONS:

Answer Question ONE and ANY Other TWO Questions.

QUESTION ONE (30 MARKS)

- a) Explain the meaning of Strategic Management as used in Business context (4 marks)
- b) With an aid of a diagram, clearly describe the three main Hierarchical levels of Strategy in an organization. (6 marks)
- c) As a Strategic manager of Loketo Water Supply Company, clearly discuss the four key strategic questions you should ask when thinking strategically about your company's present circumstances and prospects as you formulate strategies: (4 marks)
- d) As a Logistics Manager of Uchumi Enterprise, State and Discuss the four main analysis of firm's environment that you would scan as you develop your strategies: (4 marks)
- e) Differentiate between Efficiency and Effectiveness as applied in Purchasing measurement and performance, and also give reasons why measuring purchasing performance is very important in an organization. (4 marks)
- f) Explain the five forms of Strategy as used by managers in their firms, (4 marks)
- g) Explain three generic competitive strategies that are aimed at controlling a share in the market arena, as narrated by Porters Five model in an organization, (4 marks)

QUESTION TWO (20 MARKS)

Write short notes on the following models of strategic analysis.

- a) SWOT Analysis (5 marks)
- b) Boston Consulting Group (BCG) (5 marks)
- c) Porters Five (Michael Porter) (5 marks)
- d) PESTEL Analysis (5 marks)

QUESTION THREE (20 MARKS)

- a) With the help of a diagram or Chart, Describe the meaning of Strategic Intend as used in organizations management and planning. Clearly explain each. (10 marks)
- b) Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. Clearly state and explain the key importance of leadership in an organization. (10 marks)

QUESTION FOUR (20 MARKS)

- a) A good strategy must have some components, Clearly Discuss the five components or dimensions of a strategic decision in any business organization, (10 marks)
- b) Organizational structure refers to the way that an organization arranges people and jobs so that its work can be performed and its goals can be met, State and explain Five Types of Common Business Organizational Structures that are widely used. (10 marks)

QUESTION FIVE (20 MARKS)

- a) Michael Porter (1980), in his industry analysis model, argues that the state or degree of competition in an industry and industry attractiveness in terms of profit potential, depends on five forces: Clearly state and explain each force. (10 marks)
- b) State and explain any five Grand strategies that can be applied by any business concern. (10 marks)

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