

NB VOLTOOI ASSEBLIEF DIE BYWONINGSREGISTER OP DIE
AGTERBLAD, SKEUR AF EN OORHANDIG AAN DIE
OPSIENER

MNP2601

(471582)

May/June 2016
Mei/June 2016**PURCHASING MANAGEMENT
AANKOOPBESTUUR**Duration 2 Hours
Tydsduur 2 Uur70 Marks
70 Punte**EXAMINERS / EKSAMINATORE**

FIRST / EERSTE

MS/ME W DLAMINI

SECOND / TWEDE

MRS/MEV L MARCANTUONO

MS/ME AN WEBER

Closed book examination
Toeboekeksamen

This examination question paper remains the property of the University of South Africa and may not be removed from the examination venue
Hierdie eksamenvraestel bly die eiendom van die Universiteit van Suid-Afrika en mag nie uit die eksamenlokaal verwyder word nie

EXAMINATION PAPER STRUCTURE / STRUKTUUR VAN EKSAMENVRAESTEL

THIS PAPER CONSISTS OF **31 PAGES**, INCLUDING **TWO PAGES OF ADDITIONAL SPACE** (PP 28-29) AND **TWO PAGES FOR ROUGH WORK** (PP 30-31)

HIERDIE VRAESTEL BESTAAN UIT **31 BLADSYE**, INSLUITENDE **TWEE BLADSYE VAN ADDISIONELE RUIMTE** (BLL 28-29) EN **TWEE BLADSYE VIR ROFWERK** (BLL 30-31)

THIS PAPER HAS **TWO SECTIONS**. SOME OF THE QUESTIONS (IN SECTIONS A AND B) ARE BASED ON A **CASE STUDY**, WHICH APPEARS AT THE BEGINNING OF THIS PAPER

HIERDIE VRAESTEL HET **TWEE AFDELINGS** SOMMIGE VAN DIE VRAE (IN AFDELINGS A EN B) IS GEBASEER OP 'N **GEVALLESTUDIE**, WAT AAN DIE BEGIN VAN HIERDIE VRAESTEL VOORKOM

PLEASE ANSWER THE QUESTIONS AS INDICATED BELOW:/BEANTWOORD ASSEBLIEF DIE VRAE SOOS AANGEDUI HIER ONDER:

SECTION A. Answer all the multiple-choice questions by marking the correct option on the mark-reading sheet provided, **AS WELL AS** in your answer book (35 marks)

AFDELING A Beantwoord al die meerkeusevrae deur die korrekte opsie op die merkleesblad wat verskaf word, **ASOOK** in u antwoordboek, in te vul. (35 punte)

SECTION B. This section comprises **THREE** questions. Question 1 is **COMPULSORY** (all students **MUST** answer this question). Answer any **ONE** of either question **TWO** or **THREE** in your answer book (not both) (35 marks)

AFDELING B Hierdie afdeling bestaan uit **DRIE** vrae Vraag 1 is **VERPLIGTEND** (alle studente **MOET** hierdie vraag beantwoord) Beantwoord dan **ÓF** vraag **TWEE** **ÓF** vraag **DRIE** in u antwoordboek (nie albei nie) (35 punte) **TOTAL: 70 MARKS / TOTAAL: 70 PUNTE**

[TURN OVER/ BLAAI OM]

PLEASE NOTE**LET ASSEBLIEF OP**

Read the following case study before you answer the examination questions.

Lees die volgende gevallestudie voordat u die eksamenvrae beantwoord.

South Africa's industrialisation, economic development and strategic sourcing inextricably linked

Prof Douglas Boateng

Like Malaysia, India, China, Brazil and others, South Africa's industrialisation and economic development can be further shaped through strategic sourcing, Prof Douglas Boateng, chairman of the Chartered Institute of Procurement and Supply's (CIPS) Africa Strategic Advisory Board, said Prof Boateng called for a collective effort to support the South African government's ongoing journey to further move away from pure extractive industries to more local, value adding and beneficiation (the treatment of raw material (as iron ore) to improve physical or chemical properties especially in preparation for smelting) activities to boost industrial activity, especially among small to medium sized enterprises

Prof Boateng strongly suggested that strategic sourcing is one of the proven ways through which sustainable economic development could be achieved "For South Africa to further industrialise, the selection criteria for local suppliers in the short to medium term must look well beyond price. It must include cost elements such as quality management, supplier relationship development, supplier capacitation and ongoing supplier management. This will inevitably increase total acquisition costs. However, the long-term benefits will far outweigh the short- to medium-term increase in costs", he said

According to Prof Boateng, a well-crafted and all-inclusive strategic sourcing policy can assist with local entrepreneurship, supplier development, the strengthening of targeted capacity building, an increased demand for local goods, improving the investment environment, ensuring an increase in long-term productivity, service and product quality, industrial competitiveness, to name but a few, and minimise risks. He also stressed the need for the treasury, all sectors of government, chief financial officers and the captains of industry to recognise the ever growing importance of the corporate social responsibility, which includes wider considerations "that now extend beyond the total cost of ownership"

"In the current environment, though, conventional 'western' sourcing methodologies will be major challenges for local supplier development," Boateng said. He therefore urged private and public sector procurement professionals to up-skill themselves to be (a) more Afrocentric in their thinking, (b) able to creatively harness the enormous potential of strategic sourcing to business and society and (c) more confident to challenge conventional wisdom associated with procurement within decision-making corridors. He further emphasised the critical need for the government and private sector leaders to recognise, plus create, an enabling environment for professional procurers (purchasers) to ethically apply their skills which will in turn encourage the much needed long-term local supplier selection, relationship development and management. "This paradigm shift is the only way to further unlock South Africa's potential and can only be effected by the government and captains of industry", he remarked

Prof Boateng called for procurers to strategically give priority to sourcing South African made goods, and products from countries in Africa before looking beyond the shores of the continent for alternative suppliers. "This collective, but strategic move, will give a major boost to intra country and regional trade, plus much needed liquidity for local and continental wide infrastructural development", he said

Source Adapted from <http://www.panavest.com/south-africas-industrialisation-economic-development-and-strategic-sourcing-are-inextricably-linked/>

Suid-Afrika se industrialisasie, ekonomiese ontwikkeling en strategiese aankope onlosmaaklik verbind

Prof Douglas Boateng

Net soos in Maleisie, Indië, China, Brasilië en ander lande, kan Suid-Afrika se industrialisasie en ekonomiese ontwikkeling ook verder deur strategiese aankope gevorm word, het prof Douglas Boateng, voorsitter van die geïntegreerde instituut vir verkryging en voorraad (*Chartered Institute of Procurement and Supply – CIPS*) se strategiese adviserende raad vir Afrika, gesê. Prof Boateng het 'n gemeenskaplike poging aangevra om die Suid-Afrikaanse regering se voortdurende strewe te ondersteun om weg te beweeg van suiwer ekstraktiewe bedrywe na meer plaaslike, waardetoevoegings- en veredelingsaktiwiteite (die behandeling van grondstowwe, soos ystererts, om fisiese en chemiese eienskappe te verbeter, veral ter voorbereiding van smelting) om industriële aktiwiteit 'n hupstoot te gee, veral onder klein tot mediumgrootte ondernemings.

Prof Boateng het sterk voorgestel dat strategiese aankope een van die bewese maniere is waardeur volhoubare ekonomiese ontwikkeling bereik kan word. "Vir Suid-Afrika om verder te kan industrialiseer, moet die seleksiekriteria vir plaaslike leweransiers in die kort en medium termyn oor veel meer as net prys gaan. Dit moet koste-elemente soos gehaltebestuur, leweransiervoorhouding-ontwikkeling, leweransier-kapasitasie en voortdurende leweransier-bestuur insluit. Dit sal uiteraard lei tot die verhoging van die totale verkrygingskoste. Die langtermyn-voordele sal egter die kort- tot medium-termyn-verhoging in koste ver oortref," het hy gesê.

Volgens prof Boateng kan 'n goed geskepte en allesinsluitende strategiese aankopebeleid help met plaaslike ondernemerskap, leweransier-ontwikkeling, die versterking van toegespitste kapasiteitsbou, 'n verhoging in die vraag na plaaslike goedere, die verbetering van die beleggingsomgewing, die versekering van 'n toename in langtermyn-produktiwiteit, diens- en produkgehalte, en industriële mededingendheid, om 'n paar te noem, en om risiko te minimeer. Hy het ook die noodsaaklikheid beklemtoon dat die tesourie, alle sektore van die regering, hoof- finansiële beamptes en die grootnyweraars die ewig toenemende belangrikheid van die korporatiewe sosiale verantwoordelikheid moet erken, wat wyer oorwegings "wat nou verder as die totale koste van eienaarskap strek", insluit.

"In die huidige omgewing sal konvensionele "Westerse" verkrygingsmetodologieë egter groot uitdagings vir plaaslike leweransiersontwikkeling wees," het Boateng gesê. Hy het dus verkrygingsberoepsmense in die privaatsektor en openbare sektor aangespoor om hulle vaardighede te ontwikkel om (a) meer Afrosentrië te wees in hulle denke, (b) in staat te wees om die enorme potensiaal van strategiese aankope na ondernemings en die gemeenskap kreatief te benut, en (c) meer selfvertroue te hê om konvensionele wysheid wat met verkryging gepaardgaan binne besluitnemingskorridors uit te daag. Hy het ook die kritieke noodsaaklikheid beklemtoon vir die regering en privaatsektor-leiers om 'n magtigende omgewing vir professionele verkrygers (aankopers) te erken en te skep waar hulle hulle vaardighede op 'n etiese wyse kan toepas, wat op sy beurt die broodnodige langtermyn- plaaslike leweransier-seleksie, verhoudingsontwikkeling en bestuur sal aanmoedig. "Hierdie paradigmatverskuiwing is die enigste manier om Suid-Afrika se potensiaal verder te ontsluit en dit kan net deur die regering en grootnyweraars teweeggebring word," het hy genoem.

Prof Boateng het gevra dat verkrygers op strategiese wyse voorrang moet verleen aan die aankope van Suid-Afrikaans vervaardigde goedere en produkte van lande in Afrika voordat daar verder na ander leweransiers oorsee gekyk word. "Hierdie gemeenskaplike, maar strategiese skuif, sal 'n groot hupstoot gee vir tussenlandse en streekshandel, asook broodnodige likiditeit vir infrastrukturele ontwikkeling op plaaslike vlak en oor die vasteland heen," het hy gesê.

Bron: Aangepas uit <http://www.panavest.com/south-africas-industrialisation-economic-development-and-strategic-sourcing-are-inextricably-linked/>

SECTION A (35 MARKS)

[TURN OVER/ BAAI OM]

AFDELING A (35 PUNTE)**INSTRUCTIONS FOR COMPLETING SECTION A****INSTRUKSIES VIR DIE VOLTOOIING VAN AFDELING A**

ALL the questions in this section are compulsory Mark each answer on this fill-in examination paper **and then transfer** your answers to the **mark-reading sheet**. Each question counts one mark.

AL die vrae in hierdie afdeling is verpligtend. Merk elke antwoord in hierdie invul-eksamen vraestel **en dra dan** antwoorde **oor** na die merkleesblad. Elke vraag tel een punt

QUESTION/ VRAAG 1

Big Foot Automobiles is an organisation that specialises on servicing and repairing vehicles. They have decided to start manufacturing minor components, such as side mirrors and bumpers. If they are using the Just-In-Time system, which one of the following documents would provide Big Foot Automobiles' suppliers with a clear description of and specifications for their specific need for reflective glass and plastic mould?

Big Foot Automobiles is 'n organisasie wat spesialiseer in die diens en herstel van voertuie. Hulle het besluit om te begin om kleiner komponente soos kantspieeltjies en buffers te vervaardig. Indien hulle die Just-In-Time-stelsel gebruik, watter een van die volgende dokumente sal 'n duidelike beskrywing van en spesifikasies vir Big Foot Automobiles se spesifieke behoefte vir weerkaatsende glas en plastiekgietvorm aan hulle leweransiers gee?

- [1] Kanban/ Kanban
- [2] Purchasing requisition/ Aankooprekwisie
- [3] Materials list/ Materiaallys
- [4] Invoice/ Faktuur

[TURN OVER/ BAAI OM]

QUESTION/ VRAAG 2

A large clothing manufacturer purchases stationery *for office use*, which do not form part of clothing inventory items. According to the product classification matrix, stationery would typically be a _____ item for a clothing manufacturer.

'n Groot klerevervaardiger koop skryfbehoeftes vir kantoorgebruik wat nie deel uitmaak van klere-voorraaditems nie. Volgens die matriks vir produkklassifikasie sal skryfbehoeftes tipies 'n _____ item vir 'n klerevervaardiger wees.

- [1] leverage/ hefboom-
- [2] strategic/ strategiese
- [3] bottleneck/ knelpunt
- [4] non-critical/ nie-kritiese

QUESTION/ VRAAG 3

Amazon.com uses LED screens in the production of Kindle Fire Tablets. Which of the following implies that a relatively small percentage saving in the purchasing price of the LED screen may develop into a relatively large percentage increase in this organisation's net income?

Amazon.com gebruik LED-skerm in die produksie van Kindle Fire-tablette. Watter van die volgende impliseer dat 'n relatiewe klein persentasie-besparing in die aankoopprys van die LED-skerm in 'n relatiewe groot persentasie-toename in hierdie organisasie se netto inkomste kan ontwikkel?

- [1] Profit-leverage effect/ Winshefboomeffek
- [2] Turnover/total cost balance/ Die balans tussen omset en totale koste
- [3] Return on investment/ Opbrengs op belegging
- [4] Profit margin/ Winsmarge

QUESTION/ VRAAG 4

Which one of the following statements describes **lean manufacturing** the best?

*Watter een van die volgende stellings is die beste beskrywing van **lenige vervaardiging**?*

- [1] The most effective (and therefore least expensive) operation of all manufacturing Processes/ *Die doeltreffendste (en dus goedkoopste) bewerking van alle vervaardigingsprosesse*
- [2] The flow of information (upstream and downstream) in the supply chain/ *Die vloei van inligting (stroom-op en stroom-af) in die voorsieningsketting*
- [3] Linking demand-driven customer sales to customer-driven demand/ *Die skakeling van vraag-gedrewe klanteverkope met klante-gedrewe vraag*
- [4] Ensuring the lowest logistics cost in the supply chain, while conforming to customer requirements/ *Die versekering van die laagste logistiek-koste in die voorsieningsketting, terwyl daar aan die klante se vereistes voldoen word*

[TURN OVER/ BAAI OM]

QUESTION/ VRAAG 5

Supply management can reduce lead times to the customer by reducing
Voorsieningsbestuur kan lewertye aan die klante versnel deur te verminder

- [1] logistical costs from point of origin to point of sales / *logistiekkoste van die beginpunt tot die verkooppunt*
- [2] inventory levels / *voorraadvlakke*
- [3] cycle time from design to finished phase / *siklustyd van ontwerp tot die voltooide fase*
- [4] the number of deliveries / *die aantal afleverings*

QUESTION/ VRAAG 6

Which one of the following metrics is used for **materials flow measurement**?
*Watter een van die volgende metings word gebruik vir die **meting van materiaalvloe**i?*

- [1] Cost per order/ *Koste per bestelling*
- [2] Expenditure ratio/ *Bestedingsverhouding*
- [3] Input ratio/ *Insetverhouding*
- [4] Promptness factor/ *Stiptelikeheidsfaktor*

QUESTION/ VRAAG 7

Assume the purchasing function at Unilever (Pty) Ltd has among others been criticised for failure to deliver on their promises of on-time payments to their suppliers. Which one of the following performance measures can be used at Unilever when evaluating their purchasing and supply function **quantitatively**?

*Veronderstel die aankoopfunksie by Unilever (Edms) Bpk is onder andere gekritiseer dat dit nie aan die organisasie se beloftes om aan hulle leweransiers betydse betalings te maak, voldoen het nie. Watter een van die volgende prestasiemaatstawwe kan by Unilever gebruik word wanneer hulle aankoop- en voorsieningsfunksie **kwantitatief** geëvalueer word?*

- [1] Human relations/ *Mense-verhoudings*
- [2] Professionalism/ *Professionalisme*
- [3] Promptness factor/ *Stiptelikeheidsfaktor*
- [4] Negotiating ability/ *Onderhandelingsvermoe*

QUESTION/ VRAAG 8

According to the prescribed book, the action of **comparing** purchasing and supply performance against world class leaders or between various divisions or between various organisations with the aim of improving is known as

*Volgens die voorgeskrewe boek is die handeling om aankoop- en voorsieningsprestasië te **vergelyk** met wêreldklasleiers of tussen verskeie afdelings of tussen verskeie organisasies met die doel om te verbeter, bekend as*

- [1] gaining commodity knowledge / *die verwerwing van kommoditeitskennis*
- [2] setting budget objectives / *die vasstelling van begrotingsdoelwitte*
- [3] performing benchmarking / *die uitvoering van normstelling (benchmarking)*
- [4] following the historical approach / *die volging van die historiese benadering*

QUESTION/ VRAAG 9

Which one of the following objectives is performed at *operational level* in purchasing and supply?

Watter een van die volgende doelwitte word op bedryfsvlak in aankoop en voorsiening uitgevoer?

- [1] Analysing inventory/ *Voorraadontleding*
- [2] Developing existing suppliers/ *Ontwikkeling van bestaande leweransiers*
- [3] Studying alternative control systems/ *Bestudering van alternatiewe beheerstelsels*
- [4] Ensuring availability of purchase requirements/ *Versekering van die beskikbaarheid van aankoopvereistes*

QUESTION/ VRAAG 10

Select one of the statements that represent an example of an objective of **strategic purchasing**.

*Kies die stelling wat 'n voorbeeld van 'n doelwit van **strategiese aankope** voorstel*

- [1] To ensure availability of purchase requirements at a competitive price/ *Om die beskikbaarheid van aankoopvereistes teen 'n mededingende prys te verseker*
- [2] To put together a project team responsible for developing suppliers/ *Om 'n projekspan saam te stel wat vir die ontwikkeling van leweransiers verantwoordelik is*
- [3] To study the situation in the supplier market and develop technical support to developing suppliers/ *Om die situasie in die leweransiersmark te bestudeer en tegniese ondersteuning vir ontwikkelende leweransiers te ontwikkel*
- [4] To enter into long-term contracts with reliable suppliers of materials/ *Om langtermyn-kontrakte met betroubare leweransiers van materiale aan te gaan*

Read the following scenario and answer questions 11 to 13:

Lees die volgende scenario en beantwoord dan vraag 11 tot 13:

Unisa is the largest and the oldest open distance e-learning institution in Africa. This university has seven regional offices in different provinces of South Africa. The main campus is situated in Pretoria where all procurement is centrally done.

Unisa is die grootste en oudste afstandsonderigleer-instelling in Afrika. Hierdie universiteit het sewe streekskantore in verskillende provinsies in Suid-Afrika. Die hoofkampus is in Pretoria gelee waar alle verkryging sentraal gedoen word.

QUESTION/ VRAAG 11

The inventory store in the Unisa Western Cape regional office realised that the paper levels are low and need to be replenished. Which one of the following documents would they use to communicate the need to the procurement department?

Die voorraadwinkel in Unisa se streekskantoor in die Wes-Kaap het besef dat die hoeveelheid papier min is en aangevul moet word. Watter een van die volgende dokumente sal hulle gebruik om die behoeftes aan die verkrygingsdepartement oor te dra?

- [1] Tender document/ Tenderdokument
- [2] Order form/ Bestelvorm
- [3] Purchasing requisition/ Aankooprekwisisie
- [4] Contract/ Kontrak

QUESTION/ VRAAG 12

Since Unisa is adjusting to be an e-learning institution, they decide to procure an online toolset (JRouter) that makes digital marking better, through easier commenting and processing of assignments. The procurement of this high value technology implies that the task should be conducted with extreme care. Which one of the following documents would be appropriate for describing specifications clearly to procurement and suppliers?

Aangesien Unisa besig is om aan te pas om 'n e-leer-instelling te word, besluit hy om 'n aanlyn hulpmiddelstel (toolset) genaamd JRouter te verkry wat digitale merkery beter maak deur makliker kommentaarlewering en prosessering van werkopdragte. Die verkryging van hierdie hoe-waardetegnologie impliseer dat die taak met uiterse sorg uitgevoer moet word. Watter een van die volgende dokumente sal geskik wees om spesifikasies vir verkryging en leweransiers duidelik te beskryf?

- [1] Purchasing requisition/ Aankooprekwisisie
- [2] Travelling requisition/ Reisrekwisisie
- [3] Kanban/ Kanban
- [4] Materials list/ Materiaallys

[TURN OVER/ BAAI OM]

QUESTION/ VRAAG 13

In order to get the best deal in the scenario outlined in question 12, Unisa procurement staff engage in a process of asking for formal tenders. This process is also known as

Om die beste ooreenkoms te kry uit die scenario wat in vraag 12 uiteengesit is, neem die Unisa-verkrygingspersoneel deel aan 'n proses om te vra vir formele tenders. Hierdie proses staan ook bekend as

- [1] contracting / kontraktering
- [2] bidding / biederij
- [3] expediting / bespoediging
- [4] cataloguing / katalogisering

QUESTION/ VRAAG 14

In terms of the purchasing process, the activity of _____ should fall within the authority and responsibility of the purchasing function only, mainly because such an activity is a legally binding step.

Volgens die aankoopproses moet die aktiwiteit van _____ slegs binne die gesag en verantwoordelikheid van die aankoopfunksie val, hoofsaaklik omdat so 'n aktiwiteit 'n regtens bindende stap is.

- [1] describing requirements/ die beskrywing van vereistes
- [2] selecting suppliers/ die selektering van leweransiers
- [3] bidding and negotiation/ biederij en onderhandelings
- [4] placing the order/ die plasing van die bestelling

QUESTION/ VRAAG 15

In a traditional manner, during which specific step of the purchasing process, are all documents submitted to the financial function for payment?

Gedurende watter spesifieke stap van die aankoopproses word alle dokumente tradisioneel aan die finansiële funksie vir betaling ingedien?

- [1] Closing the order/ Afsluiting van die bestelling
- [2] Analysing the invoice/ Analisering van die faktuur
- [3] Contract administration/ Administrasie van die kontrak
- [4] Handling faulty consignments/ Hantering van foutiewe besendings

QUESTION/ VRAAG 16

South Africa imports fuel from the Middle East and there are no substitute products available for this commodity. Therefore, commodity acquisition is risky and difficult, even though the amount spent is low. Fuel in this regard will be categorised as a _____ item.

Suid-Afrika voer brandstof uit die Midde-Ooste in en daar is geen substituuatprodukte vir hierdie kommoditeit beskikbaar nie. Dus is kommoditeitsverkryging riskant en moeilik, selfs al is die hoeveelheid bestee min. Brandstof sal in hierdie opsig gekategoriseer word as 'n _____ item.

- [1] bottleneck/ knelpunt-
- [2] critical/ kritiese
- [3] leverage/ hefboom-
- [4] routine/ roetine-

QUESTION/ VRAAG 17

A strategic reason for outsourcing could be to _____.

'n Strategiese rede vir uitkontraktering (outsourcing) kan wees om _____.

- [1] reduce operating and control cost / *bedryfskoste en beheerkoste te verlaag*
- [2] be able to manage a function that is out of control / *in staat te wees om 'n funksie te bestuur wat buite beheer is.*
- [3] increase flexibility and share risk / *buigsaamheid te verhoog en die risiko te deel*
- [4] manage non-performing suppliers / *wanpresterende leweransiers te bestuur.*

QUESTION/ VRAAG 18

When an organisation makes a decision to outsource, it would also consider non-cost factors in the decision-making process. Which one of the following relates to *design secrecy* when making the outsourcing decision?

Wanneer 'n organisasie 'n besluit neem om uit te kontraktee, sal dit ook nie-koste-faktore in die besluitnemingsproses in ag neem. Watter een van die volgende hou verband met ontwerpgeheimhouding wanneer die uitkontrakteringsbesluit geneem word?

- [1] Maximum usage of the production facility/ *Maksimale gebruik van die produksiefasiliteit*
- [2] A market characterised by instability/'n Mark wat deur onbestendigheid gekenmerk word
- [3] A market characterised by product-specific style and cost/'n Mark wat deur 'n produk-spesifieke styl en koste gekenmerk word
- [4] Small volume of product requirements/ *Klein volume produk-vereistes*

QUESTION/ VRAAG 19

Which one of the following relates to *supply base optimisation* as a critical activity in supply policies and strategies formulation?

Watter een van die volgende hou verband met die optimalisering van die voorsieningsbasis as 'n kritieke aktiwiteit in voorsieningsbeleide en die formulering van strategiee?

- [1] Engaging two supplying organisations that buy from each other/ *Betrek twee voorsieningsorganisasies wat by mekaar koop*
- [2] Deciding on the number of suppliers to maintain/ *Om te besluit op die aantal leweransiers om te onderhou*
- [3] Spending analysis being conducted during market research/ *Bestedingsanalise wat gedurende marknavorsing uitgevoer word*
- [4] Conducting supplier identification process/ *Om die leweransier-identifiseringsproses uit te voer*

QUESTION/ VRAAG 20

An organisation may decide to purchase not more than 40% of its production from an individual supplier. This kind of decision is focused on eliminating

'n Organisasie kan besluit om nie meer as 40% van sy produksie by 'n individuele leweransier te koop nie. Hierdie soort besluit is daarop gefokus om te elimineer

- [1] captive suppliers / *gevangene leweransiers*
- [2] performance appraisal / *prestasie-evaluering*
- [3] reciprocity agreements / *wederkerigheidsooreenkomste*
- [4] supplier development / *leweransiersontwikkeling*

QUESTION/ VRAAG 21

Which assessment criteria will an organisation that wants to qualify for ISO 9000 accreditation focus on?

Op watter assesseringskriteria sal 'n organisasie wat vir ISO 9000-akkreditering wil kwalifiseer, fokus?

- [1] Price and cost/ *Prys en koste*
- [2] Service/ *Diens*
- [3] Quality/ *Gehalte*
- [4] Operation planning/ *Bewerkingsbeplanning*

QUESTION/ VRAAG 22

Which assessment criteria will be *most important* in an organisation that uses a just-in-time (JIT) system?

Watter assesseringskriteria sal die belangrikste wees vir 'n organisasie wat 'n netbetyds-stelsel (just-in-time (JIT) system) gebruik?

- [1] Delivery/ Aflewering
- [2] Flexibility/ Buigsaamheid
- [3] Technology/ Tegnologie
- [4] Social responsibility/ Sosiale verantwoordelikheid

QUESTION/ VRAAG 23

An organisation that needs a supplier that can quickly adapt to changing business conditions will deem as a significant criterion for selecting suppliers

'n Organisasie wat 'n leweransier nodig het wat gou kan aanpas by veranderende sakeomstandighede sal as 'n beduidende kriterium vir die selektering van leweransiers beskou

- [1] time/ tyd
- [2] flexibility/ buigsaamheid
- [3] financial status/ finansiële status
- [4] environment ethics/ omgewingsetiek

QUESTION/ VRAAG 24

A government entity would prioritise on as the important criterion when assessing suppliers

'n Staatsentiteit sal die prioriteit gee aan as die belangrike kriterium vir wanneer leweransiers geassesseer word

- [1] implementing quality control measures/ die implementering van gehaltebeheermaatreels
- [2] delivering quality products and services/ die lewering van gehalteprodukte en -dienste
- [3] capabilities, responsiveness and motivation/ bekwaamhede, respons en motivering
- [4] broad-based black economic empowerment (BBBEE)/ breedgebaseerde swart ekonomiese be magtiging (BGSEB)

QUESTION/ VRAAG 25

In order to identify and select suppliers that are not financially burdened, buying organisations would consult

Om leweransiers te identifiseer en te kies wat nie finansieel belas is nie, sal aankooporganisasies raadpleeg

- [1] national associations / *nasionale verenigings*
- [2] embassies and consular general officers / *ambassades en konsulêre opperoffisiere*
- [3] credit bureaus / *kredietburo's*
- [4] trade directories / *handelsgidse*

QUESTION/ VRAAG 26

Which regulatory manuscript in South Africa that compels organisations to act and report responsibly ensures financial wellbeing of the organisation and protects the interests of all stakeholders?

Watter regulatiewe manuskrip in Suid-Afrika wat organisasies verplig om verantwoordelik op te tree en verslag te doen, verseker die finansiële welstand van die organisasie en beskerm die belange van al die belanghebbendes?

- [1] King reports (I, II and III)/ *King-verslae (I, II en III)*
- [2] The Global Financial report, volume I/ *Die globale finansiële verslag, volume I*
- [3] South African Standards report/ *Die Suid-Afrikaanse standaard-verslag*
- [4] National Treasury guidelines report/ *Die nasionale tesourie-riglynverslag*

Questions 27 to 35 are based on the case study at the beginning of the paper.

Vraag 27 tot 35 is gebaseer op die gevallestudie aan die begin van die vraestel.

QUESTION/ VRAAG 27

The *corporate social responsibility* of purchasing and supply management that Prof Boateng requested for boosting small and medium sized enterprises, could be referred to as

Die korporatiewe sosiale verantwoordelikheid van aankoop- en voorsieningsbestuur wat prof Boateng gevra het om 'n hupstoot te gee vir klein en medium ondernemings, kan na verwys word as

- [1] ethical purchasing / *etiese aankope*
- [2] corporate investment / *korporatiewe belegging*
- [3] diversity / *diversiteit*
- [4] philanthropy / *filantropie*

QUESTION/ VRAAG 28

In order for organisations to achieve sustainable economic development, Prof Boateng suggests that procurement staff should consider total cost of ownership. Which *corporate social responsibility* activity should procurement staff master to achieve the total cost of ownership?

As organisasies volhoubare ekonomiese ontwikkeling wil bereik, stel prof Boateng voor dat verkrygingspersoneel die totale koste van eienaarskap moet oorweeg. Watter aktiwiteit van korporatiewe sosiale verantwoordelikheid moet verkrygingspersoneel bemeester om die totale koste van eienaarskap te bereik?

- [1] Supplier development/ *Leweransiersontwikkeling*
- [2] Political emancipation/ *Politieke emansipasie*
- [3] Corporate governance/ *Korporatiewe regering*
- [4] Financial responsibility/ *Finansiele verantwoordelikheid*

QUESTION/ VRAAG 29

Prof Boateng emphasised that procurement should be conducted ethically. Which one of the following statements reflects *ethical conduct* of purchasing and supply practitioners?

Prof Boateng het beklemtoon dat verkryging op 'n etiese wyse uitgevoer moet word. Watter een van die volgende stellings weerspieël etiese gedrag van aankoop- en voorsieningspraktisyns?

- [1] Purchasers are awarding a contract to people with high political influence for the good of enhancing solidarity / *Aankopers ken 'n kontrak toe aan mense met 'n hoe politieke invloed vir ten voordele van die bevordering van solidariteit*
- [2] Purchasers should report unethical conduct of superiors and colleagues, irrespective of the positions they hold / *Aankopers moet onetiese gedrag aan hulle meerdere en kollegas rapporteer, ongeag hulle posisies*
- [3] Purchasers are allowed to place orders for themselves as this is their privilege / *Aankopers word toegelaat om bestellings vir hulleself te plaas omdat dit hulle voorreg is*
- [4] Specifications should be set to suit the desired supplier to save time of searching for a suitable supplier / *Spesifikasies moet vasgestel word om die gewenste leweransier te pas om tyd te bespaar om te soek na 'n geskikte leweransier*

QUESTION/ VRAAG 30

According to Prof Boateng, a well-crafted sourcing strategy can assist in the long-term competitiveness and profitability of the organisation while eliminating risks. Which one of the following options for managing risk would organisations be using if the purchasing staff members are sent to a strategic sourcing training course?

Volgens prof Boateng kan 'n goed geskepte verkrygingstrategie help met die langtermyn-mededingendheid en -wingsgewendheid van die organisasie terwyl dit risiko's elimineer. Watter een van die volgende opsies vir risikobestuur sal organisasies gebruik indien die aankoopersoneellede op 'n strategiese aankopesopleidingskursus gestuur word?

- [1] Risk reduction/ *Risikovermindering*
- [2] Risk avoidance/ *Risikovermyding*
- [3] Risk elimination/ *Risiko-uitskakeling*
- [4] Risk transfer/ *Risiko-oordrag*

QUESTION/VRAAG 31

In the case study, environmental issues were highlighted as one of the primary considerations in strategic sourcing, as well as, in the process of supporting local South African industries. Which one of the following should be used to assess whether South African local industries comply with environment management?

In die gevallestudie is omgewingskwessies beklemtoon as een van die primêre oorwegings in strategiese aankope, asook in die proses om plaaslike Suid-Afrikaanse bedrywe te ondersteun. Watter een van die volgende moet gebruik word om te assesseer of Suid-Afrikaanse plaaslike bedrywe aan omgewingsbestuur voldoen?

- [1] ISO 14001 accreditation/ *ISO 14001-akkreditering*
- [2] ISO 9000 accreditation/ *ISO 9000-akkreditering*
- [3] Financial status accreditation/ *Finansiële status-akkreditering*
- [4] Technological accreditation/ *Tegnologiese akkreditering*

QUESTION/ VRAAG 32

In the case study, it was mentioned that strategic sourcing should be aligned with economic development and industrialisation in South Africa. The phase where local supplying industries are identified and short-listed, and where the suitable ones are chosen is known as the phase

In die gevallestudie is dit genoem dat strategiese aankope in lyn gebring moet word met ekonomiese ontwikkeling en industrialisasie in Suid-Afrika. Die fase waarin plaaslike voorsieningsbedrywe geïdentifiseer en op die kortlys geplaas word, en waar die geskikte bedrywe gekies word, staan bekend as die fase

- [1] assessment/ assesserings-
- [2] pre-assessment/ voor-assesserings-
- [3] post-assessment/ ná-assesserings-
- [4] formal assessment/ formele assesserings-

QUESTION/ VRAAG 33

The environmental issue was stressed as one of the primary focus points in the case study and that local South African suppliers must prove that they comply with issues of the environment by

Die omgewingskwessie was beklemtoon as een van die primêre fokuspunte in die gevallestudie en dat plaaslike Suid-Afrikaanse leweransiers moet bewys dat hulle aan omgewingskwessies voldoen deur

- [1] adopting the conservational management system / die bewaringsbestuurstelsel aan te neem
- [2] improving staff morale / die personeel se moreel te verbeter
- [3] showing the ability to change the number of products supplied / die vermoë te toon om die aantal produkte wat verskaf is, te wysig
- [4] showing the ability to develop new products and services / die vermoë te toon om nuwe produkte en dienste te ontwikkel

QUESTION/ VRAAG 34

In order to obtain valuable information about possible local supplying industries in South Africa, which one of the following organisations may be consulted by the South African organisations that are in need of purchasing and supply services?

Om waardevolle inligting oor moontlike plaaslike voorsieningsbedrywe in Suid-Afrika te bekom, kan watter een van die volgende organisasies geraadpleeg word deur die Suid-Afrikaanse organisasies wat aankoop- en voorsieningsdienste nodig het?

- [1] Embassies and consular general officers/ *Ambassades en konsulêre opperoffisiere*
- [2] Chamber of commerce/ *Kamer van koophandel*
- [3] Institutions of higher learning/ *Instellings van hoer leer*
- [4] Tax clearance organisation/ *Belastingklaringsorganisasie*

QUESTION/ VRAAG 35

In the case study, it is mentioned that strategic sourcing “is giving potential local suppliers the opportunity to demonstrate their long term value adding capabilities” This can be achieved when local supplying industries have demonstrated themselves to

In die gevallestudie is daar genoem dat strategiese aankope “potensiele plaaslike leweransiers die geleentheid bied om hulle langtermyn-waardetoevoegingsvermoens te demonstreer” Dit kan bereik word wanneer plaaslike voorsieningsbedrywe bewys dat hulle .

- [1] improve staff morale / *die personeel se moreel verbeter het*
- [2] meet possible supplier assessment criteria / *voldoen aan moontlike leweransiersassesseringskriteria*
- [3] work as a team / *werk as 'n span*
- [4] engage in a collaborative relationship / *in 'n samewerkende verhouding betrokke is*

SECTION B (35 MARKS)/ AFDELING B (35 PUNTE)**INSTRUCTIONS FOR COMPLETING SECTION B**

- 1 Section B comprises of **THREE** questions.
- 2 Question 1 is **COMPULSORY** (all students must answer this question).
3. Question 2 and 3 are optional; answer any **ONE** of the **TWO** questions. Please note that each question has subsections, for example, 2.1 to 2.3. Please ensure that you answer all the subsections of the question that you decide to answer.
- 4 **STRUCTURE** your answers by using headings and subheadings. Underline or highlight the important sections of your answer and write neatly.
5. Kindly refer to the case study on page 2 of this examination paper.
- 6 If you do not have enough space to answer the questions, use the "additional space" at the end of this fill-in examination paper and clearly indicate in the question that it continues in the "additional space".

INSTRUKSIES VIR DIE VOLTOOIING VAN AFDELING B

1. Afdeling B bestaan uit **DRIE** vrae.
2. Vraag 1 is **VERPLIGTEND** (alle studente moet hierdie vraag beantwoord).
3. Vraag 2 en 3 is opsioneel, beantwoord enige **EEN** van die **TWEE** vrae. Let asseblief op dat elke vraag subafdelings het, byvoorbeeld 2.1 tot 2.3. Maak asseblief seker dat u al die subafdelings beantwoord van die vraag wat u kies om te doen.
4. **STRUKTUREER** u antwoorde deur opskrifte en onderopskrifte te gebruik. Onderstreep of merk die belangrike afdelings van u antwoord en skryf netjies.
5. Verwys asseblief na die gevallestudie op bladsy 2 van hierdie eksamen vraestel.
6. As u nie genoeg plek het om die vrae te beantwoord nie, gebruik die "addisionele ruimte" aan die einde van hierdie invul-vraestel en dui duidelik in die vraag aan dat die res van die antwoord in die "addisionele ruimte" beantwoord word.

QUESTION/ VRAAG 1**[10 MARKS/PUNTE]**

Read the case study on page 2 and then answer the following questions:

Lees die gevallestudie op bladsy 2 en beantwoord dan die volgende vrae:

- 1.1 For South African organisations to industrialise well, they need to purchase capital equipment. Define the term "capital equipment". (1)
- 1.1 *As Suid-Afrikaanse organisasies goed wil industrialiseer, moet hulle kapitaaltoerusting aankoop. Definieer die term "kapitaaltoerusting". (1)*
- 1.2 As a purchasing specialist, explain **AND** provide one practical example of the following characteristics of capital equipment to the local SMEs who want to learn to industrialise (one mark for the explanation and one mark for a correct example): [6]

[TURN OVER/ BAAI OM]

1.2.1	Large expenditure	(2)
1.2.2	Non-recurring expenditures	(2)
1.2.3	Specialised and technical in nature	(2)
1.2	<i>As 'n aankoopspesialis, verduidelik EN verskaf een praktiese voorbeeld van die volgende eienskappe van kapitaaltoerusting aan die plaaslike klein en medium ondernemings wat wil leer om te industrialiseer (een punt vir die verduideliking en een punt vir 'n korrekte voorbeeld).</i>	[6]
1.2.1	Groot onkoste	(2)
1.2.2	Nie-herhalende uitgawes	(2)
1.2.3	Gespesialiseerd en tegnies van aard	(2)
1.3	For South African organisations to improve the investment environment and ensure an increase in long-term productivity, service, as well as product quality for industrial competitiveness, describe the <i>quantitative</i> methods for assessing capital equipment. (No application is required.)	(3)
1.3	<i>Vir Suid-Afrikaanse organisasies om die beleggingsomgewing te verbeter en 'n verhoging in langtermyn-produktiwiteit, -diens, asook -produkgehalte vir bedryfsmededingendheid te verseker, beskryf die kwantitatiewe metodes om kapitaaltoerusting te assesser. (Geen toepassing word vereis nie.)</i>	(3)

1.1 For South African organisations industrialise well, they need to purchase capital equipment. Define the term "capital equipment" (1)

1.1 As Suid-Afrikaanse organisasies goed wil industrialiseer, moet hulle kapitaaltoerusting aankoop. Definieer die term "kapitaaltoerusting" (1)

Definition of capital equipment/ Definisie van kapitaaltoerusting

1.2 As a purchasing specialist, explain **AND** give one practical example of each of the following characteristics of capital equipment to the local SMEs who want to learn to industrialise (6)

[TURN OVER/ BAAI OM]

- 1 2 As 'n aankoopspesialis, verduidelik **EN** verskaf een praktiese voorbeeld van die volgende eienskappe van kapitaaltoerusting aan die plaaslike klein en medium ondernemings wat wil leer om te industrialiseer (6)

1 2 1 Large expenditure/ Groot onkoste

1 2 2 Non-recurring expenditures/ Nie-herhalende uitgawes

1 2 3 Specialised and technical in nature/ Gespesialiseerd en tegnies van aard

1 3 For South African organisations to improve the investment environment, ensure an increase in long-term productivity, service, as well as product quality for industrial competitiveness, describe the **quantitative methods** for assessing capital equipment **(No application is required.)** (3)

1 3 Vir Suid-Afrikaanse organisasies om die beleggingsomgewing te verbeter en 'n verhoging in langtermyn-produktiwiteit, -diens, asook -produkgehalte vir bedryfsmededingendheid te verseker, beskryf die kwantitatiewe metodes om kapitaaltoerusting te assesser **(Geen toepassing word vereis nie.)** (3)

1 3 1 Method/ Metode 1 _____

1 3 2 Method/ Metode 2 _____

1 3 3 Method/ Metode 3 _____

End of question 1
Einde van vraag 1

[10]
[10]

QUESTION/ VRAAG 2

[25 MARKS/PUNTE]

Read the case study on page 2 and then answer the following questions

Lees die gevallestudie op bladsy 2 en beantwoord dan die volgende vrae.

2 1 Prof Boateng called for a collective effort to support the South African government's ongoing journey to move away from pure extractive industries. Introduce local organisations to services purchasing by outlining the features of services (10)

2 1 *Prof Boateng het 'n gemeenskaplike poging aangevra om die Suid-Afrikaanse regering se voortdurende strewe te ondersteun om weg te beweeg van suiwer ekstraktiewe bedrywe. Stel plaaslike organisasies bekend aan diens-aankope deur 'n oorsig te gee van die kenmerke van dienste* (10)

2 2 Identify **AND** describe the characteristics of the three market forms in which most purchasers are functioning (**No application is required.**) (15)

2 2 *Identifiseer **EN** beskryf die eienskappe van die drie markvorme waan die meeste aankopers funksioneer (**Geen toepassing word vereis nie.**)* (15)

2 1 Prof Boateng called for a collective effort to support the South African government's ongoing journey to move away from pure extractive industries. Introduce local organisations to services purchasing by outlining the characteristics of services (10)

2 1 *Prof Boateng het 'n gemeenskaplike poging aangevra om die Suid-Afrikaanse regering se voortdurende strewe te ondersteun om weg te beweeg van suiwer ekstraktiewe bedrywe. Stel plaaslike organisasies bekend aan diens-aankope deur 'n oorsig van die kenmerke van dienste* (10)

2 1 1 Feature/ Kenmerk 1 _____

2 1 2 Feature/ Kenmerk 2 _____

[TURN OVER/ BAAI OM]

2 1 3 Feature/ Kenmerk 3 _____

2 1 4 Feature/ Kenmerk 4 _____

2 1 5 Feature/ Kenmerk 5 _____

2 2 Identify **AND** describe the characteristics of the three market forms in which most purchasers are functioning **(No application required.)** (15)

2 2 Identifiseer **EN** beskryf die eienskappe van die drie markvorme waarin die meeste aankopers funksioneer **(Geen toepassing word vereis nie.)** (15)

2.2 1 **Market form/ Markvorm 1** _____

[TURN OVER/ BAAI OM]

2 2 2 Market form/ *Markvorm* 2

2 2 3 Market form/ *Markvorm* 3

End of question 2
Einde van vraag 2

[25]

[25]

[TURN OVER/ BAAI OM]

[25 MARKS/PUNTE]

3.1 Give a definition of a small business. (1)
3.1 Gee 'n definisie van 'n kleinsakeonderneming. (1)

[illegible]

- 3.3 Caution organisations about problems experienced when purchasing from small businesses. (20)
- 3.3 *Waarsku organisasies teen probleme wat ervaar word wanneer daar by kleinsakeondernemings aankoop word.* (20)

End of question 3
Einde van vraag 3

[25]
[25]

(Let wel Gebruik die lyne hier onder indien die ruimte wat gelaat is om 'n vraag te beantwoord nie genoeg is nie Skryf ASSEBLIEF die **vraagnummer** duidelik neer)

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

ROUGH WORK/ ROFWERK

(Note: This page will not be marked – you can use the space for rough work.)

(Let wel Hierdie bladsy sal nie nagesien word nie – u kan die ruimte gebruik vir rofwerk)

PART 1 (GENERAL/ALGEMEEN) DEEL 1

STUDY UNIT e.g. PSY100-X
STUDIE EENHEID by PSY100-X

1

PAPER NUMBER
VRAESTELNOMMER

STUDENT NUMBER
STUDENTENOMMER

2

INITIALS AND SURNAME
VOORLETTERS EN VAN

DATE OF EXAMINATION
DATUM VAN EKSAMEN

EXAMINATION CENTRE (E.G. PRETORIA)
EKSAMENSENTRUM (BY PRETORIA)

UNIQUE PAPER NO.
UNIEKE VRAESTEL NR.

3

For use by examination invigilator
Vir gebruik deur eksamenopsiener

IMPORTANT

1. USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET
2. MARK LIKE THIS
3. CHECK THAT YOUR INITIALS AND SURNAME HAS BEEN FILLED IN CORRECTLY
4. ENTER YOUR STUDENT NUMBER FROM LEFT TO RIGHT
5. CHECK THAT YOUR STUDENT NUMBER HAS BEEN FILLED IN CORRECTLY
6. CHECK THAT THE UNIQUE NUMBER HAS BEEN FILLED IN CORRECTLY
7. CHECK THAT ONLY ONE ANSWER PER QUESTION HAS BEEN MARKED
8. DO NOT FOLD

BELANGRIK

1. GEBUIK SLEGS 'N HB POTLOOD OM HIERDIE BLAD TE VOLTOOI
2. MERK AS VOLG
3. KONTROLEER DAT U VOORLETTERS EN VAN REG INGEVUL IS
4. VUL U STUDENTENOMMER VAN LINKS NA REGS IN
5. KONTROLEER DAT U DIE KORREKTE STUDENTENOMMER VASTSTEL
6. KONTROLEER DAT DIE UNIEKE NOMMER REG INGEVUL IS
7. MAAK SEKER DAT NET EEN ALTERNATIEF PER VRAAG GEMERK IS
8. MOENIE VOU NIE

PART 2 (ANSWERS/ANTWOORDE) DEEL 2

10

11

12

13

Specimen only

MARK READING SHEET INSTRUCTIONS

Your mark reading sheet is marked by computer and should therefore be filled in thoroughly and correctly

USE ONLY AN HB PENCIL TO COMPLETE YOUR MARK READING SHEET

PLEASE DO NOT FOLD OR DAMAGE YOUR MARK READING SHEET

Consult the illustration of a mark reading sheet on the reverse of this page and follow the instructions step by step when working on your sheet

Instruction numbers ❶ to ❿ refer to spaces on your mark reading sheet which you should fill in as follows

- ❶ Write your paper code in these eight squares, for instance

P	S	Y	1	0	0	-	X
---	---	---	---	---	---	---	---

- ❷ The paper number pertains only to first-level courses consisting of two papers

WRITE

0	1
---	---

 for the first paper and

0	2
---	---

 for the second. If only one paper, then leave blank

- ❸ Fill in your initials and surname
- ❹ Fill in the date of the examination
- ❺ Fill in the name of the examination centre
- ❻ WRITE the digits of your student number HORIZONTALLY (from left to right). Begin by filling in the first digit of your student number in the first square on the left, then fill in the other digits, each one in a separate square
- ❼ In each vertical column mark the digit that corresponds to the digit in your student number as follows [-]
- ❽ WRITE your unique paper number HORIZONTALLY
NB Your unique paper number appears at the top of your examination paper and consists only of digits (e.g. 403326)
- ❾ In each vertical column mark the digit that corresponds to the digit number in your unique paper number as follows [-]
- ❿ Question numbers 1 to 140 indicate corresponding question numbers in your examination paper. The five spaces with digits 1 to 5 next to each question number indicate an alternative answer to each question. The spaces of which the number correspond to the answer you have chosen for each question and should be marked as follows [-]
- ◆ For official use by the invigilator. Do not fill in any information here