

FINAL %

MNP2601

Oct/Nov 2017

PURCHASING MANAGEMENT

STUDENT NUMBER									

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FOR USE BY EXAMINATION INVIGILATOR

Question No	Marks					
	Examiners					
	1			2		
1						
2						
3						
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Total	50					

Subject

Number of paper

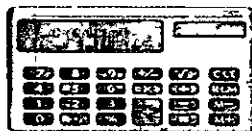
Date of examination

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**MNP2601**

(478819)

October/November 2017
Oktober/November 2017
**Purchasing Management
Aankoopbestuur**
Duration 2 Hours
Tydsduur 2 Uur70 Marks
70 Punte**EXAMINERS / EKSAMINATORE**

FIRST / EERSTE

DR JO CILLIERS

SECOND / TWEDE

MS/ME W DLAMINI

MRS/MEV L MARCANTUONO

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Gebruik van 'n nie-programmeerbare sakrekenaar is toelaatbaarClosed book examination
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**EXAMINATION PAPER STRUCTURE /
STRUKTUUR VAN EKSAMENVRAESTEL**
THIS PAPER CONSISTS OF 29 PAGES, INCLUDING **TWO PAGES OF ADDITIONAL SPACE** (PP 26-27)
AND **TWO PAGES FOR ROUGH WORK** (PP 28-29) /**HIERDIE VRAESTEL BESTAAN UIT 33 BLADSYE, INSLUITEND TWEE BLADSYE VIR BYKOMENDE SPASIE (PP 26-27) EN TWEE BLADSYE VIR ROFWERK (PP 28-29)**THIS PAPER HAS **TWO SECTIONS** (SECTIONS A AND B) THE **CASE STUDY** STARTS ON PAGE 3/
HIERDIE VRAESTEL BEVAT TWEE AFDELINGS (A EN B) DIE GEVALLESTUDIE BEGIN OP BLADSY 4
**PLEASE ANSWER THE QUESTIONS AS INDICATED BELOW /
BEANTWOORD DIE VRAE SOOS HIerna AANGEDUI:**
SECTION A. Answer all the multiple-choice questions by marking the correct option on the mark-reading sheet provided (20 marks) /**AFDELING A.** Beantwoord al die meerkeusevrae deur die korrekte opsie op die merkleesblad wat verskaf word, te merk (20 punte)**SECTION B:** Answer question 1 (compulsory) **and** then answer any **TWO** from the **THREE** other descriptive/case study questions in your answer book (50 marks) /**AFDELING B:** Beantwoord vraag 1 (verpligtend) **en** beantwoord daarna enige **TWEE** van die **DRIE** ander beskrywende/gevallestudievrae in u antwoordboek (50 punte)**TOTAL: 70 MARKS/
TOTAAL. 70 PUNTE**

INSTRUCTIONS ON ANSWERING THE EXAMINATION QUESTIONS /
INSTRUKSIES VIR BEANTWOORDING VAN DIE EKSAMENVRAE

- 1 This is a **fill-in examination paper**. Write your answers in this book and hand it to the invigilator after you have answered the questions /
Dit is 'n invul-eksamenvraestel hierdie. Skryf u antwoorde in hierdie boek en oorhandig dit aan die toesighouer nadat u die vrae beantwoord het.
- 2 Please complete the attendance register on the back page, tear it off and hand it to the invigilator /
Voltooi asseblief die bywoningsregister op die agterblad, skeur dit af en oorhandig aan die toesighouer.
- 3 Familiarise yourself with the instructions for completing a mark-reading sheet, then mark your answers to the multiple-choice questions (Section A) on this fill-in examination paper **and then transfer** them to the **mark-reading sheet** /
*Maak seker u verstaan die instruksies vir die voltooiing van 'n merkleesblad. Merk daarna u antwoorde op die meerkeusevrae (Afdeling A) op hierdie invul-eksamenvraestel en **dra dit daarna op die merkleesblad oor.***
- 4 **Draw a circle** around the question numbers on the **front cover** of this book to indicate which descriptive questions you have answered /
***Omkring** die vraagnommers op die **voorblad** van hierdie boek om aan te dui watter beskrywende vrae u beantwoord het.*
- 5 Read all the questions carefully /
Lees al die vrae sorgvuldig deur.

PLEASE NOTE

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

LET WEL

Lees eers die volgende gevallestudie en beantwoord daarna die eksamenvrae.

The South African supply chain**Introduction**

In a business world where profit margins are tight, cost management and innovative thinking remain important. Doing business in Africa is not for 'sissies', and therefore South African supply chains have developed strength in terms of their creativity and tenacity when confronted with adversity. In general, South African supply chains compare well with their developed market peers. The implementation of new developments and systems calls for proactive planning to keep the supply chain competitive.

JIT – Just too late?

JIT is a growing trend in retail to reduce inventory at store level. Often people say that "just in time" actually means "just too late"! Many stores are nowadays built with more floor space and less backroom, which requires that carriers have to make more frequent deliveries. It is difficult for smaller carriers to execute these multiple smaller loads as it is not profitable and also impacts on their fleet utilisation. As a result, a consolidation process is taking place in the logistics sector where larger carriers now have a larger basket of vendors in order to remain profitable. These larger carriers work the same as a retailer with a distribution centre – carrying a number of principals to optimise costs. Although retailers are moving towards less stockholding space, JIT has created pressure on the back door, especially if vehicles are not arriving on time or the retailer does not have sufficient resources to execute the delivery at point of receipt.

Contingency planning

Retailers should never stop looking for ways to reduce lead times, manage expectations and improve their operations in order to run more efficiently. The more efficient the organisation is, the less cover stock will be needed. Retailers cannot only plan for when things go right – they also need to be prepared for when things go wrong. Being proactive is better than being reactive. Contingency plans need to be put in place so planned or unplanned events do not ultimately affect the stock levels. Annual stock takes, disasters, public holidays, industrial strike actions and weather conditions could interrupt supply to retailers. Reacting to disasters can get very expensive. Efforts should be made to base the contingency plan around minimising damage while incurring the least possible costs. Another example where proactive planning is essential is when a public holiday falls on a nominated delivery day (NDD). Although it is easy enough to shift the delivery day to the next day, the retailer needs to be prepared and able to receive additional stock on the previous NDD to cover the stock required for the extra period. With stores now reducing their backroom space, retailers might not have the additional capacity to hold even one extra day's stock. Turnaround time of carriers will also be affected as the receiving bay may now be handling a specific day's deliveries on top of the regular day's trucks. Retailers should order up on key value item lines the week before to limit the extra deliveries to just the perishable items. Supply chains need to be quite adaptable so they can accommodate these changes, therefore, carriers and retailers need to be creative in their planning to ensure supply in these periods. It is a trade-off between stock holding and the next delivery. Strikes are a prime example that illustrates the need for contingency planning. Transporters usually decide that during a strike that they would do whatever they could to get orders to customers, but at the same time they would not put any vehicles or staff at risk to do so. The weather can also pose some challenges on the supply chain. For example, snow that closes the N3 highway for a couple of days is another unexpected event that should be managed. For example, if an organisation runs a crossdock facility in Durban because of a good highway linking Johannesburg and Durban and the snow closes down roads, supplying customers in Durban can become problematic.

The way forward

Looking forward, there is no doubt that tough times and accompanying challenges are going to continue. Furthermore, fuel costs and electricity rates are increasing continuously. Every South African organisation needs to get creative in trying to improve efficiencies and reduce costs to ensure that they are still in business tomorrow. For the retailers, suppliers and 3PLs in the fast moving consumer goods industry, there is an even greater need to keep up with the dynamic market they serve because ultimately, they determine the price of goods on our tables.

Adapted from

http://www.supermarket.co.za/SR_Downloads/S&R%20April%202013%20Supply%20chain.pdf

Gevalllestudie:**Die Suid-Afrikaanse voorsieningsketting****Inleiding**

In 'n sakewêreld waar winsmarges klein is, bly kostebestuur en innoverende denke belangrik. Om sake in Afrika te doen is nie vir sissies nie, en derhalwe het Suid-Afrikaanse voorsieningskettings sterk geword met betrekking tot kreatiwiteit en taaiheid wanneer hulle teenstand gekry het. Oor die algemeen vergelyk Suid-Afrikaanse voorsieningskettings goed met hul ontwikkelde markeweknieë. Die inwerkingstelling van nuwe ontwikkelings en stelsels verg proaktiewe beplanning om die voorsieningsketting mededingend te hou.

Net-betyds (JIT) – Net te laat?

Net-betyds (JIT) is 'n toenemende neiging in kleinhandel om voorraad op winkelvlak te verminder. Mense sê dikwels dat "net betyds" inderwaarheid "net te laat" beteken! Baie winkels word deesdae gebou met meer vloerruimte en minder bergruimte, dit vereis dat vervoerkontrakteurs meer gereeld aflewings moet doen. Dit is moeilik vir kleiner vervoerkontrakteurs om hierdie veelvuldige kleiner vragte te hanteer, omdat dit nie winsgewend is nie en ook 'n uitwerking op hul vlootgebruik het. Gevolglik vind 'n konsolidasieproses in die logistieksektor plaas, waar groter vervoerkontrakteurs nou 'n groter mandjie ondernemers het ten einde winsgewend te bly. Hierdie groter vervoerkontrakteurs werk dieselfde as 'n kleinhandelaar met 'n verspreidingsentrum – hulle gebruik 'n aantal agente om koste te optimaliseer. Hoewel kleinhandelaars na kleiner voorraadhouing beweeg, veroorsaak JIT druk by voorraadontvangs, veral indien voertuie nie betyds opdaag of die kleinhandelaar nie voldoende hulpbronne het om die aflewering by die ontvangspunt uit te voer nie.

Gebeurlikheidsbeplanning

Kleinhandelaars behoort nooit op te hou om maniere te vind om lewertye te verkort, verwagtinge te bestuur en hul werksaamhede te verbeter ten einde meer effektief sake te doen nie. Hoe doeltreffender die organisasie, hoe minder dekvoorraad sal nodig wees. Kleinhandelaars kan nie slegs beplan vir wanneer dinge reg verloop nie – hulle moet ook voorbereid wees vir wanneer dinge verkeerd loop. Dit is beter om proaktief as reaktief te wees. Gebeurlikheidsplanne moet beskikbaar wees sodat beplande of onbeplande gebeure nie uiteindelik die voorraadvlakke raak nie. Jaarlikse voorraadopnames, rampe, openbare vakansiedae, industriële stakingsoptrede en weersomstandighede kan voorsiening aan kleinhandelaars onderbreek. Om op rampe te reageer kan baie duur raak. Pogings moet aangewend word om die gebeurlikheidsplan te grond op die minimalisering van skade terwyl die minste moontlike koste opgeloop word. Nog 'n voorbeeld waar proaktiewe beplanning noodsaaklik is, is wanneer 'n openbare vakansiedag op 'n genomineerde aflewingsdag val. Hoewel dit maklik genoeg is om die aflewingsdatum na die volgende dag te verskuif, moet die kleinhandelaar voorbereid wees en in staat wees om bykomende voorraad op die vorige genomineerde aflewingsdag te ontvang om die voorraad wat vir die ekstra tydperk benodig word te dek. Met winkels wat nou hul bergruimte verklein, het kleinhandelaars dalk nie die bykomende vermoë om selfs een ekstra dag se voorraad te hou nie. Omkeertye van vervoerkontrakteurs sal ook geraak word aangesien die ontvangsarea nou bo en behalwe die gereelde dag se aflewingsvoertuie 'n spesifieke dag se aflewings moet kan hanteer. Kleinhandelaars behoort kernwaarde-

produkreekse reeds die vorige week te bestel om die ekstra afleverings tot slegs bederfbare items te beperk. Voorsieningskettings moet aanpasbaar wees sodat hulle hierdie veranderinge kan hanteer, dus moet vervoerkontraakteurs en kleinhandelaars kreatief wees in hul beplanning om voorsiening in hierdie periodes te verseker. Dit is 'n kompromie tussen voorraadhouding en die volgende aflevering. Stakings is 'n uitstekende voorbeeld wat die behoefte aan gebeurlikheidsbeplanning illustreer. Vervoerkontraakteurs besluit gewoonlik tydens 'n staking dat hulle alles in hul vermoë sal doen om bestellings by kliente te besorg, maar terselfdertyd sal hulle nie voertuie of personeel in gevaar stel in die uitvoering daarvan nie. Die weer kan ook uitdagings aan die voorsieningsketting stel. Byvoorbeeld, sneeu wat veroorsaak dat die N3-snelweg vir 'n paar dae gesluit is, is nog 'n onverwagte gebeurlikheid wat bestuur moet word. Indien 'n organisasie byvoorbeeld 'n kruisdokfasiliteit in Durban bedryf as gevolg van 'n goeie hoofweg wat Johannesburg en Durban verbind, en sneeu lei tot die sluiting van paaie, kan dit problematies raak om kliente in Durban van voorraad te voorsien.

Die pad vorentoe

Wat die toekoms betref, is daar geen twyfel dat moeilike tye en gepaardgaande uitdagings sal voortduur nie. Brandstofkoste en elektrisiteitskoste styg boonop voortdurend. Elke Suid-Afrikaanse organisasie moet kreatief wees in hul pogings om doeltreffendheid te verbeter en koste te verlaag om te verseker dat hulle die volgende dag steeds sake kan doen. Vir die kleinhandelaars, verskaffers en 3PL'e in die vinnig bewegende verbruikergoederebedryf is daar 'n selfs groter behoefte om tred te hou met die dinamiese mark wat hulle bedien, omdat hulle uiteindelik die prys van goedere op ons tafels bepaal.

Aangepas uit

http://www.supermarket.co.za/SR_Downloads/S&R%20April%202013%20Supply%20chain.pdf

SECTION A (20 MARKS)
AFDELING A (20 PUNTE)**INSTRUCTIONS FOR COMPLETING SECTION A**
INSTRUKSIES VIR VOLTOOIING VAN AFDELING A

ALL of 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 Afdeling A is verpligtend. Merk elke antwoord op hierdie invul-eksamenvraestel en **dra daarna** u antwoorde op die **merkleesblad** oor Elke vraag tel een punt

Questions 1 to 10 are based on the case study ("The South African supply chain") on page 3
 Vrae 1 tot 10 is op die gevallestudie ("Die Suid-Afrikaanse voorsieningsketting") op bladsy 4 gebaseer

QUESTION 1 / VRAAG 1

In a typical supply chain as described in the case study, an upstream linkage connected to a retailer will be a(n) /

In 'n tipiese voorsieningsketting, soos in die gevallestudie beskryf, is 'n stroom-op verbinding wat aan 'n kleinhandelaar gekoppel is 'n

- [1] supplier / verskaffer
- [2] end consumer / eindverbruiker
- [3] focal firm / fokusfirma
- [4] fast-moving consumer good / vinnig bewegende verbruiksprodukte

QUESTION 2 / VRAAG 2

The case study mentions that retailers should never stop looking for ways to reduce lead times
 How can carriers assist in reducing retailers' lead time? /

Die gevallestudie noem dat kleinhandelaars nooit moet ophou soek na maniere waarop lewertye verkort kan word nie Hoe kan vervoerkontrakteurs help om kleinhandelaars se lewertyd te verkort?

- [1] by doing a delivery to retailers on relatively short notice /
 deur op redelike kort kennisgewing 'n aflewering aan kleinhandelaars te doen
- [2] by using different sizes vehicles based on different retailers' needs /
 deur verskillende groottes voertuie te gebruik, gebaseer op verskillende kleinhandelaars se behoeftes
- [3] by carefully screening their drivers before being appointed /
 deur hul voertuigbestuurders noukeurig te keur voordat hulle aangestel word
- [4] by using idle space to transport goods to outlying neighbourhood stores /
 deur ongebruikte ruimte te gebruik om goedere na vergelee winkels te vervoer

[TURN OVER] / [BLAAI OM]

QUESTION 3 / VRAAG 3

Since profit margins are tight (as mentioned in the case), retailers can improve their rate of return by /

Aangesien winsmarges klein is (soos in die gevallestudie genoem), kan kleinhandelaars hul opbrengskoers verbeter deur

- [1] lowering their purchasing costs of goods to realise a higher profit margin /
hul aankoopkoste van goedere te verlaag om 'n hoer winsmarge te verkry
- [2] lowering the selling price of their goods and having a wider variety of goods /
die verkoopprijs van hul goedere te verlaag en 'n groter verskeidenheid goedere te bied
- [3] increasing transportation costs and saving on electricity expenses related to refrigeration /
vervoerkoste te verhoog en te bespaar op elektrisiteituitgawes wat met verkoeling verband hou
- [4] increasing the carrying costs of goods and offering premium-priced products /
die drakoste van goedere te verhoog en produkte teen premiepryse aan te bied

QUESTION 4 / VRAAG 4

Which phrase from the case study implies that organisations are moving to *demand pull*? /
Watter frase uit die gevallestudie impliseer dat organisasies na vraagtrek beweeg?

- [1] "carriers have to make more frequent deliveries" /
"dit vereis dat vervoerkontraheurs meer gereeld aflewering moet doen"
- [2] "strikes are a prime example that illustrates the need for contingency planning" /
"staking is 'n uitstekende voorbeeld wat die behoefte aan gebeurlikheidsbeplanning illustreer"
- [3] "fuel costs and electricity rates are increasing continuously" /
"brandstofkoste en elektrisiteitsstawe verhoog voortdurend"
- [4] "retailers cannot only plan for when things go right" /
"kleinhandelaars kan nie slegs beplan vir wanneer dinge reg verloop nie"

QUESTION 5 / VRAAG 5

Optimum inventory at retail outlets would imply a situation where /
Optimale voorraad by kleinhandelafsetpunte impliseer 'n situasie ingevolge waarvan

- [1] transportation costs from warehouses are the lowest /
vervoerkoste vanaf pakhuise die laagste is
- [2] overall inventory costs are the lowest /
algehele voorraadkoste die laagste is
- [3] inventory holding costs equal inventory ordering costs /
voorraaddrakoste gelyk aan voorraadbestelkoste is
- [4] the stock-out costs of inventory are related to transportation costs /
die uitvoorraadkoste met vervoerkoste verband hou

QUESTION 6 / VRAAG 6

If retailers protect themselves against irregular supply due to public holidays and hold more items in store, such additional items are known as inventories /
Indien kleinhandelaars hulself teen ongereguleerde bevoorrading weens openbare vakansiedae beskerm en meer items in voorraad aanhou, staan sodanige bykomende items bekend as voorraad

- [1] unavoidable / onvermydelike
- [2] economic / ekonomiese
- [3] synchronised / gesinchroniseerde
- [4] buffer / buffer-

QUESTION 7 / VRAAG 7

Which one of the following would be an example of a service purchased by retailers? /
Watter een van die volgende is 'n voorbeeld van 'n diens wat deur kleinhandelaars gekoop word?

- [1] quality-approved fresh produce /
vars produkte waarvan die gehalte goedgekeur is
- [2] specialised check-out facilities in store /
gespesialiseerde betaalpuntgeriewe in die winkel
- [3] temporary carriers contracted during strikes /
tydelike vervoerkontraakteurs wat gedurende stakings gekontrakteer word
- [4] special trolleys for moving odd-sized inventory items /
spesiale waentjies/trollyes om voorraaditems met 'n ongewone grootte te vervoer

QUESTION 8 / VRAAG 8

Since retailers have less backroom to keep additional inventory, suppliers might have no option but to keep the items until ordered by the retailers. In a supply chain, retailers should consider the following when keeping items at suppliers' sites. /

Aangesien kleinhandelaars minder stoorplek het om bykomende voorraad te hou, het verskaffers dalk geen ander uitweg as om die items te hou totdat die kleinhandelaars dit bestel nie. In 'n voorsieningsketting behoort kleinhandelaars die volgende te oorweeg wanneer items op verskaffers se persele gehou word.

- [1] Suppliers should not be asked to hold sufficient safety inventory for retailers based on ethical reasons. /
Om etiese redes behoort verskaffers nie versoek te word om voldoende veiligheidsvoorraad aan te hou nie.
- [2] Even if the supplier is located near the premises of the retailer, it would still be best to hold inventory at the retailer's premises. /
Selfs indien die verskaffer naby die kleinhandelaar se perseel gelee is, is dit steeds verkieslik om voorraad op die kleinhandelaar se perseel te hou.
- [3] Inventory held by a supplier can have cost implications for the supplier, which will be transferred to the retailer. /
Voorraad wat deur 'n verskaffer gehou word, kan koste-implikasies vir die verskaffer inhou, wat aan die kleinhandelaar oorgedra sal word.
- [4] The best decision is to keep all inventory items at suppliers to lower overall costs. /
Die beste besluit is om alle voorraad by verskaffers te hou ten einde algehele koste te verlaag.

QUESTION 9 / VRAAG 9

In the case study, the concepts of both logistics management and supply chain management are mentioned. Which statement is correct about the difference between these concepts? /

In die gevallestudie word sowel die begrip "logistiekbestuur" as "voorsieningskettingbestuur" genoem. Watter stelling is korrek met betrekking tot die verskil tussen hierdie begrippe?

- [1] Supply chain management involves activities related to the effective flow of material and information within the boundaries of a specific organisation. /
Voorsieningskettingbestuur behels aktiwiteite wat verband hou met die doeltreffende vloei van materiaal en inligting binne die grense van 'n spesifieke organisasie.
- [2] The focus of logistics management is on managing relationships between different organisations across the entire supply chain. /
Die fokus van logistiekbestuur is op die bestuur van verhoudings tussen verskillende organisasies oor die hele voorsieningsketting heen.
- [3] Logistics is that part of the supply chain that manages the forward and reverse flow of goods and information from the point of origin to the point of consumption. /

Logistiek is daardie deel van die voorsieningsketting wat die voorwaartse en terugwaartse vloei van goedere en inligting vanaf die beginpunt tot die verbruikpunt bestuur

- [4] Supply chain management focuses on optimising wealth for a single organisation by adding value /
Voorsieningskettingbestuur fokus op die optimalisering van welvaart vir 'n enkele organisasie deur waarde toe te voeg

QUESTION 10 / VRAAG 10

In the case study, different logistics activities are mentioned. Which one of the following can be categorised as **both** an inbound and an outbound logistics activity? /

*In die gevallestudie word verskillende logistiekaktiwiteite genoem. Watter een van die volgende kan gekategoriseer word as **sowel** 'n inkomende as 'n uitgaande logistiekaktiwiteit?*

- [1] order processing / bestellingverwerking
- [2] cross-docking / kruiskoppeling
- [3] transportation / vervoer
- [4] distribution centre management / verspreidingsentrumbestuur

Questions 11 to 20 are based on theory /
Vrae 11 tot 20 is op teorie gebaseer

QUESTION 11 / VRAAG 11

If a retailer in Soweto buys merchandise from a wholesaler to resell in his general store to final consumers, the retailer is the wholesaler's _____ in a typical supply chain /

Indien 'n kleinhandelaar in Soweto handelsware by 'n groothandelaar koop om in sy algemene winkel aan eindverbruikers te verkoop, is die kleinhandelaar die groothandelaar se _____ in 'n tipiese voorsieningsketting

- [1] first-tier customer / eerstevlakklient
- [2] first-tier supplier / eerstevlakverskaffer
- [3] second-tier customer / tweedevlakklient
- [4] second-tier supplier / tweedevlakverskaffer

QUESTION 12 / VRAAG 12

If a general store retailer in Soweto buys merchandise from a wholesaler to resell to final consumers, the general store retailer's customers are the wholesaler's _____ in a supply chain /

Indien 'n algemeenewinkel-kleinhandelaar in Soweto handelsware by 'n groothandelaar koop om aan eindverbruikers te verkoop, is die algemene winkel se kliente die groothandelaar se _____ in 'n voorsieningsketting

- [1] first-tier customers / eerstevlakkliente
- [2] first-tier suppliers / eerstevlakverskaffers
- [3] second-tier customers / tweedevlakkliente
- [4] second-tier suppliers / tweedevlakverskaffers

[TURN OVER] / [BLAAI OM]

QUESTION 13 / VRAAG 13

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

Watter assesseringskriteria is die belangrikste in 'n organisasie wat 'n net-betyds-stelsel (JIT) gebruik?

- [1] delivery / lewering
- [2] flexibility / buigsaamheid
- [3] technology / tegnologie
- [4] social responsibility / sosiale verantwoordelikheid

QUESTION 14 / VRAAG 14

Which *corporate social responsibility* activity is related to total cost of ownership (TCO)? /

Watter korporatiewe sosiale verantwoordelikheid-aktiwiteit hou verband met totale koste van eienaarskap (TKE)?

- [1] supplier development / verskafferontwikkeling
- [2] political emancipation / politieke emansipasie
- [3] corporate governance / korporatiewe bestuur
- [4] financial accountability / finansiële aanspreeklikheid

QUESTION 15 / VRAAG 15

The more geographically dispersed the supply base, the more complex the supply chain

This will firstly result in , which in turn lead(s) to increased stock levels, impacting on costs /

Hoe meer geografies verspreid die voorsieningsbasis, hoe meer kompleks is die voorsieningsketting. Dit het eerstens tot gevolg, wat op sy beurt tot verhoogde voorraadvlakke lei, wat 'n uitwerking op koste het

- [1] longer lead times / langer lewertye
- [2] shorter cycles / korter siklusse
- [3] higher prices / hoer pryse
- [4] improved quality / verbeterde gehalte

QUESTION 16 / VRAAG 16

In a country like South Africa which is prone to currency fluctuations, the value of inventory is influenced by swings in the economy. Therefore, certain organisations may invest in anticipation inventories, which mainly relate to /

In 'n land soos Suid-Afrika wat vatbaar vir geldeenheidskommeling is, word die waarde van voorraad deur skommeling in die ekonomie beïnvloed. Sekere organisasies kan dus in antisipatievoorrade belê, wat hoofsaaklik verband hou met

- [1] purchasing costs / aankoopkoste
- [2] hedging against price uncertainties / verskansing teen prysonsekerhede
- [3] continuity in production and marketing / kontinuïteit in produksie en bemarking
- [4] protection against supply uncertainties / beskerming teen aanbod-onsekeheid

[TURN OVER] / [BLAAI OM]

QUESTION 17 / VRAAG 17

When a system is used, replenishment occurs once an order "trigger" has been reached /
Wanneer 'n stelsel gebruik word, vind aanvulling plaas sodra 'n bestelsneller bereik word

- [1] vendor-managed inventory / verkoperbestuurde voorraad-
- [2] materials requirement planning / matenaalbenodigdhedebeplanning-
- [3] just-in-time / net-betyds-
- [4] periodic reorder / periodiekeherbestel-

QUESTION 18 / VRAAG 18

A limited number of suppliers, offering homogeneous or similar products, operate in a/an
 market /
*'n Beperkte aantal verskaffers wat homogene of soortgelyke produkte bied, is in 'n mark
 werksaam*

- [1] oligopolistic / oligopolistiese
- [2] monopolistic / monopolistiese
- [3] purely competitive / suiwer mededingende
- [4] commercial / kommersiële

QUESTION 19 / VRAAG 19

Which one of the following represents an *internal* factor of the purchasing and supply function
 that affects its performance? /
*Watter een van die volgende verteenwoordig 'n interne faktor van die aankoop- en
 voorsieningsfunksie wat sy prestasie beïnvloed?*

- [1] consumer markets / verbruikemarkte
- [2] supplier markets / verskaffermarkte
- [3] technological factors / tegnologiese faktore
- [4] organisational policy / organisasiebeleid

QUESTION 20 / VRAAG 20

Identify an *efficiency measure* for the evaluation of performance /
Identifiseer 'n doeltreffendheidsmaatreef vir die evaluering van prestasie

- [1] purchasing research / aankoopnavorsing
- [2] supplier relationship / verskaffersverhouding
- [3] cost savings / kostebespannings
- [4] materials flow / materiaalvloei

End of multiple-choice questions.

Continue with Section B. /

Einde van meerkeusevrae.

Gaan voort met Afdeling B.

[TURN OVER] / [BLAAI OM]

SECTION B (50 MARKS)
AFDELING B (50 PUNTE)

INSTRUCTIONS FOR COMPLETING SECTION B
INSTRUKSIES VIR VOLTOOIING VAN AFDELING B

1. Question 1 is compulsory and is based on the case study on page 3 /
Vraag 1 is verpligtend en is gebaseer op die gevallestudie op bladsy 4
2. CHOOSE and answer any **TWO** questions from Questions 2, 3 and 4. Please note that some questions have subsections. Please ensure that you answer all the subsections of the **TWO** questions that you decide to answer /
KIES en beantwoord enige TWEE vrae uit vrae 2, 3 en 4. Let asseblief daarop dat sommige vrae onderafdelings bevat. Maak seker dat u al die onderafdelings beantwoord van die TWEE vrae wat u besluit om te antwoord.
3. **STRUCTURE** your answers by using headings. Underline/highlight important sections of your answer and write neatly. /
STRUKTUREER u antwoorde deur opskrifte te gebruik. Onderstreep belangrike gedeeltes van u antwoord en skryf netjies.
4. If you do not have enough space to answer the questions, use the "additional space" section at the end of this fill-in examination paper (on pages 26-27) AND clearly indicate in your answer that you are continuing in the additional space. /
Indien u nie genoeg spasie het om die vrae te beantwoord nie, gebruik die "bykomende spasie"-gedeelte aan die einde van hierdie invul-eksamenvraestel (op bladsye 26 en 27) EN dui duidelik in u antwoord aan dat u in die bykomende spasie voortgaan.

QUESTION 1 (COMPULSORY)
VRAAG 1 (VERPLIGTEND)

[10 MARKS]
[10 PUNTE]

Read the case study at the beginning of the question paper (page 3) and then answer the following question. /

Lees die gevallestudie aan die begin van die vraestel (bladsy 4) en beantwoord daarna die volgende vraag.

It is clear from the case study that selecting the right carrier is crucial in the supply chain. Use the following information to decide on the most appropriate carrier by using the **weighted average method** /

*Uit die gevallestudie blyk dit dat die keuse van die korrekte vervoerkontraakteur deurslaggewend in die voorsieningsketting is. Gebruik die volgende inligting om op die geskikste vervoerkontraakteur te besluit deur die **geweegde gemiddelde-metode** te gebruik.*

- 3 Carriers are considered, namely Super Cargo, Trio Logistics and Freight First /
3 Vervoerkontraakteurs word oorweeg, naamlik Super Cargo, Trio Logistics en Freight First
- The evaluation criteria when selecting carriers and the corresponding weight assigned to each criterion are: flexibility (40), delivery (35), costs (25) /

[TURN OVER] / [BLAAI OM]

- The evaluation criteria when selecting carriers and the corresponding weight assigned to each criterium are. flexibility (40), delivery (35), costs (25) /
Die evalueringskriteria wanneer vervoerkontraheurs gekies word en die ooreenstemmende gewig wat aan elke kriterium toegewys word, is buigsaamheid (40), lewering (35), koste (25)
- The ratings Super Cargo receive on the criteria are 8 for flexibility, 7 for delivery and 3 for costs /
Die puntetoekenning wat Super Cargo met betrekking tot die kriteria ontvang, is 8 vir buigsaamheid, 7 vir lewering en 3 vir koste
- The ratings Trio Logistics receive on the criteria are 3 for flexibility, 4 for delivery and 8 for costs /
Die puntetoekenning wat Trio Logistics met betrekking tot die kriteria ontvang, is 3 vir buigsaamheid, 4 vir lewering en 8 vir koste
- The ratings Freight First receives on the criteria are 6 for flexibility, 5 for delivery and 7 for costs /
Die puntetoekenning wat Freight First met betrekking tot die kriteria ontvang, is 6 vir buigsaamheid, 5 vir lewering en 7 vir koste

Evaluation criteria/ Evaluerings-kriteria	Weighting/ Gewig	Super Cargo Rating/ Punte	Super Cargo Score/ Telling	Trio Logistics Rating/ Punte	Trio Logistics Score/ Telling	Freight First Rating/ Punte	Freight First Score/ Telling
TOTAL/ TOTAAL							

The most appropriate carrier is _____, because

End of question 1

Einde van vraag 1

[TURN OVER] / [BLAAI OM]

Now answer ANY TWO questions from questions 2, 3 and 4.

Beantwoord nou ENIGE TWEE vrae uit vrae 2, 3 en 4.

QUESTION 2
VRAAG 2

[20 MARKS]
[20 PUNTE]

2.1 The **learning curve** is a valuable technique to assist in price and cost analysis. /
Die leerkurwe is 'n waardevolle tegniek by prys- en kosteontleding

Discuss this technique using the following headings: /

Bespreek hierdie tegniek deur die volgende opskrifte te gebruik

- (a) Define what a learning curve is. /
Omskryf 'n leerkurwe. (2)
- (b) Shortly describe five (5) factors that could cause a decrease in labour hours when applying the learning curve. /
Beskryf kortliks vyf (5) faktore wat 'n afname in werkure kan veroorsaak wanneer die leerkurwe toegepas word (5)
- (c) Shortly discuss three (3) circumstances under which a purchaser would apply the learning curve. /
Bespreek kortliks drie (3) omstandighede waarin 'n aankoper die leerkurwe sou toepas. (3)

2.2 Discuss **total quality management (TQM)** by using the following headings: /
Bespreek totale gehaltebestuur (TGB) deur die volgende opskrifte te gebruik.

- (a) Define TQM. /
Omskryf TGB (2)
- (b) Describe the elements of TQM. /
Beskryf die elemente van TGB (5)
- (c) Discuss the impact of TQM on purchasing and supply. /
Bespreek die uitwerking van TGB op aankope en voorsiening. (3)

Bespreek hierdie tegniek deur die volgende opskrifte te gebruik

- (2)

- (5)

-
-
- (c) Shortly discuss three (3) circumstances under which a purchaser would apply the learning curve /
Bespreek kortliks drie (3) omstandighede waarin 'n aankoper die leerkurwe sou toepas
(3)
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2 2 Discuss **total quality management (TQM)** by using the following headings /
Bespreek totale gehaltebestuur (TGB) deur die volgende opskrifte te gebruik

- (a) Define TQM /
Omskryf TGB (2)
-
-
-
-
-

(5)

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- (c) Discuss the impact of TQM on purchasing and supply /
Bespreek die uitwerking van TGB op aankope en voorsiening

(3)

End of question 2
Einde van vraag 2

[TURN OVER] / [BLAAI OM]

QUESTION 3
VRAAG 3**[20 MARKS]**
[20 PUNTE]

Inventory should be held at the lowest possible cost with uninterrupted supplies for ongoing operations. Discuss **inventory costs** by using the following headings / *Voorraad behoort teen die laagste moontlike koste gehou te word, met ononderbroke voorraad vir deurlopende werksaamhede. Bespreek voorraadkoste deur die volgende opskrifte te gebruik.*

- | | | |
|-----|---|-----|
| (a) | inventory holding costs / <i>voorraaddrakoste</i> | (8) |
| (b) | ordering costs / <i>bestelkoste</i> | (7) |
| (c) | stock-out costs / <i>uitvoorraadkoste</i> | (5) |

Inventory should be held at the lowest possible cost with uninterrupted supplies for ongoing operations. Discuss **inventory costs** by using the following headings / *Voorraad behoort teen die laagste moontlike koste gehou te word, met ononderbroke voorraad vir deurlopende werksaamhede. Bespreek voorraadkoste deur die volgende opskrifte te gebruik.*

- | | | |
|-----|---|-----|
| (a) | inventory holding costs / <i>voorraaddrakoste</i> | (8) |
|-----|---|-----|

(b) ordering costs / *bestelkoste*

(7)

(c) stock-out costs / uitvoorraadkoste

(5)

End of question 3

Einde van vraag 3

[TURN OVER] / [BLAAI OM]

QUESTION 4
VRAAG 4**[20 MARKS]**
[20 PUNTE]

During strategic sourcing, the strategic sourcing matrix can be a valuable tool for decision-making. Draw the matrix and then discuss the quadrants of the matrix (also include one example per quadrant in your discussion) /

Gedurende strategiese verkryging kan die matriks vir strategiese verkryging 'n waardevolle werktuig in besluitneming wees. Teken die matriks en bespreek daarna die kwadrante van die matriks (sluit ook een voorbeeld per kwadrant by u bespreking in)

Diagram / Diagram

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[illegible]

End of question 4 [20]
End of the examination paper
Einde van vraag 4 [20]
Einde van eksamenvraestel

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[TURN OVER] / [BLAAI OM]

(Note Use the lines below if the space provided for the answer to a question is not enough)

(Let Wel Gebruik die reëls hier onder indien die spasie wat vir die antwoord verskaf word nie genoeg is nie. Maak seker dat u die **vraagnommer** duidelik neerskryf.)

[illegible]

(Note Use the lines below if the space provided for the answer to a question is not enough
PLEASE write the **question number** clearly)

[illegible]

ROUGH WORK**ROFWERK**

(Note This page will not be marked You may use the space for rough work)
(Let Wel Hierdie bladsy word nie nagesien nie U kan die spasie vir rofwerk gebruik)

[TURN OVER] / [BLAAI OM]

ROFWERK

(Note This page will not be marked You may use the space for rough work)
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PART 1 (GENERAL/ALGEMEEN) DEEL 1

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INITIALS AND SURNAME
VOORLETTERS EN VAN

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DATUM VAN EKSAMEN

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

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UNIQUE PAPER NO.
UNIEKE VRAESTEL NR

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Vir gebruik deur eksamenopsiener

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2. MARK LIKE THIS
3. CHECK THAT YOUR INITIALS AND SURNAME HAS BEEN FILLED IN CORRECTLY
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BELANGRIK

1. GEBUIK SLEGS N HB POTLOOD OM HIERDIE BLAD TE VOLTOOI
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5. KONTROLEER DAT U DIE KORREKTE STUDENTENOMMER VERSTREK HET
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7. MAAK SEKER DAT NET EEN ALTERNATIEF PER VRAAG GEMERK IS
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PART 2 (ANSWERS/ANTWOORDE) DEEL 2

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

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

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 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 [-]
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That the information supplied by me in this answer book is correct and valid

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