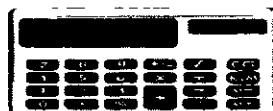


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**MNP2601**

(475048)

May/June 2017
Mei/June 2017
**PURCHASING MANAGEMENT
AANKOOPBESTUUR**
Duration 2 Hours
Tydsduur 2 Uur70 Marks
70 Punte**EXAMINERS / EKSAMINATORE**

FIRST / EERSTE

DR JO CILLIERS

SECOND / TWEDE

MRS/MEV L MARCANTUONO

MS/ME AN WEBER

Use of a non-programmable pocket calculator is permissible
Gebruik van 'n nie-programmeerbare sakrekenaar is toelaatbaar

Closed book examination
Toeboekeksamen

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**EXAMINATION PAPER STRUCTURE /
STRUKTUUR VAN EKSAMENVRAESTEL**

THIS PAPER CONSISTS OF 33 PAGES, INCLUDING TWO PAGES OF ADDITIONAL SPACE (PP 30-31)
AND TWO PAGES FOR ROUGH WORK (PP 32-33) /

*HIERDIE VRAESTEL BESTAAN UIT 33 BLADSYE, INSLUITEND TWEE BLADSYE VIR BYKOMENDE
SPASIE (PP 30-31) EN TWEE BLADSYE VIR ROFWERK (PP 32-33)*

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 3

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-eksamen vraestel** 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-eksamen vraestel 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

Lesse eers die volgende gevallestudie en beantwoord daarna die eksamenvrae.

Case study: Uber-ising supply chains**Introduction**

The business model of Uber has become so popular that many supply chain practitioners refer to the Uberisation of supply chains. From Cape Town to Cairo, the Uber service concept has revolutionised the transportation of people and the delivery of goods in Africa just as it did in several cities worldwide. Africa's growing middle class offers a huge opportunity for Uber and its competitors in addressing the traffic challenges in big cities.

How does the Uber service work?

The Uber service concept is a new type of supply chain, where competition is not between organisations, but between supply chains. The Uber company has no inventory and the service is available at any time in the cities where Uber operates. The basics of the Uber service concept can be explained as follows: The Uber company offers an intangible service (e.g. a car ride or delivery of goods) by connecting the supply and demand of transportation services. Uber has designed a mobile application that enables drivers to make money and people to get rides at a fee. The transportation service involves connecting a driver to a passenger for a ride via a smartphone application. If a passenger wants to get from point A to point B, the Uber smartphone application should be opened to get a "fare quote" to calculate the cost of the trip and select the appropriate car service. The service options are, among others, UberX (the lowest-cost option, with a maximum of four passengers), UberBLACK (a more stylish and luxurious option for special occasions), and UberVAN (a seven-seater ride option), depending on the passenger's needs. Once the pick-up location is set, the closest unoccupied car will be matched and confirmed; thus providing the passenger with a ride within a very short time. The car's number plate and the driver's name will appear on the smartphone screen along with the estimated time of arrival and the most efficient route. As soon as the car arrives, the passenger gets in and instructs the driver where to go to. Upon reaching the final destination, payment is done (usually by credit card). The drivers are carefully screened by Uber before being allowed in the network and after every ride Uber drives are evaluated by passengers to rate their level of service. The entire service delivery process – from quoting prices to payment of the service – is fully automated. The Uber company provides the technology (smartphone application) and is remunerated a percentage commission paid by the drivers. Practically, the money for the ride does not go into the driver's pocket immediately. The Uber application keeps track of every driver's earnings and pays them weekly via electronic payment.

Uber's new ventures

Uber's success led to new service markets of not only moving people, but also delivering goods. The Uber company recently launched UberEATS (Uber's on-demand meal delivery) in South Africa and UberRUSH (Uber's on-demand goods delivery network) will be launched shortly. UberRUSH is part of a plan to minimise Uber drivers' waiting time between passengers and to help them allocate their time more productively. For example, in the quieter times during the day, Uber drivers could deliver parcels when Uber has fewer requests for transporting passengers. Thus, Uber drivers would fill idle time between the morning and afternoon rush by delivering goods in an effort to earn more money. UberRUSH

[TURN OVER] / [BLAAI OM]

is mainly aimed at small businesses that want to save on courier costs or save on time spent on the road doing deliveries. Even businesses that could not otherwise afford an in-house delivery service might have the option of outsourcing delivery through Uber. The application allows users on both ends (customers and businesses) to track the delivery in real time, and only kilometres on the road are charged, as opposed to roundtrip delivery costs. UberRUSH will charge small businesses fees which may be charged to those customers who requested the delivery. Depending on the city and delivery location, fees to participating small businesses can include a base delivery fee, a per-kilometre delivery fee and a minimum per-trip fee.

Conclusion

The revolution caused by the introduction of disruptive technologies (such as Uber) cannot be denied or ignored. Though widely criticised, supply chain practitioners have no option but to investigate the possibilities that such technologies have for improving supply chain performance.

SOURCE Adapted from

<http://www.i-scholar.in/index.php/samvad/article/viewFile/107906/97060>
<http://cmusc.blogspot.co.za/2014/11/last-weekend-i-went-to-san-francisco.html>
<http://www.2oceansvibe.com/2016/03/11/uberrush-might-hit-sa-at-the-end-of-this-year/>
<https://www.uber.com/cities/johannesburg/>
<http://n4bb.com/uber-drivers-salary-update/>
<http://www.supplychainwizard.com/index.php/blog-categories/blog-consulting/100-track-trace-how-to-get-started-3>
 [accessed 15 September 2016]

Gevallestudie: Uber-isering van aanbodkettings

Inleiding

Uber se sakemodel het so gewild geraak dat baie voorsieningkettingpraktisyns na die Uber-isering van voorsieningkettings verwys. Van Kaapstad na Kaïro het die Uber-dienskonsep 'n omwenteling in die vervoer van mense en die lewering van goedere in Afrika veroorsaak, net soos dit in verskeie stede wêreldwyd gedoen het. Afrika se groeiende middelklas bied 'n reusegeleentheid vir Uber en sy mededingers wat die hantering van verkeersuitdagings in groot stede betref.

Hoe werk die Uber-diens?

Die Uber-dienskonsep is 'n nuwe tipe voorsieningketting, waar mededinging nie tussen organisasies nie, maar wel tussen voorsieningkettings plaasvind. Die Uber-maatskappy het geen voorraad nie en die diens is beskikbaar op enige tydstip in die stede waar Uber werkzaam is. Die grondbeginsels van die Uber-dienskonsep kan soos volg verduidelik word: Die Uber-maatskappy bied 'n ontasbare diens (bv 'n motorrit of aflewering van goedere) deur die aanbod van en die vraag na vervoerdienste met mekaar te verbind. Uber het 'n mobiele toepassing ontwerp wat bestuurders in staat stel om geld te maak, en mense in staat stel om ritte teen 'n tarief te onderneem. Die vervoerdiens behels dat 'n bestuurder via 'n slimfoontoepassing verbind word met 'n passasier wat 'n rit versoek. Indien 'n passasier van punt A na punt B wil gaan, word die slimfoontoepassing oopgemaak om 'n "tariefkwotasie" te bekom om die koste van die rit te bereken en die toepaslike motordiens te kies. Die diensopsies is onder andere UberX (die goedkoopste opsie, met 'n maksimum van vier passasiers), UberBLACK ('n stylvoller en luukser opsie vir spesiale geleenthede), en UberVAN ('n 7-sitplek-opsie), na gelang van die passasier se behoeftes. Sodra die oplaai-lokaliteit vasgestel is, word die naaste onbesette motor geïdentifiseer en bevestig, wat binne 'n baie kort tyd 'n rit aan die passasier besorg. Die motor se nommerplaat en die bestuurder se naam verskyn op die slimfoonskerm, tesame met die geskatte aankomstyd en die

[TURN OVER] / [BLAAI OM]

doeltreffendste roete. Sodra die motor arriveer, klim die passasier in en gee aan die bestuurder instruksies oor die bestemming. Wanneer die finale bestemming bereik word, vind betaling plaas (gewoonlik per kredietkaart). Uber keur die bestuurders noukeurig voordat hulle by die netwerk kan inskakel en passasiers evalueer Uber-bestuurders ná elke rit om hul dienspeil te takseer. Die hele diensleweringproses, vanaf die kwotering van pryse tot die betaling van die diens, is ten volle geoutomatiseer. Die Uber-maatskappy voorsien die tegnologie (slimfoontoepassing) en word vergoed deur 'n persentasie kommissie wat deur die bestuurders betaal word. Prakties gesproke, beland die geld vir die rit nie onmiddellik in die bestuurder se sak nie. Die Uber-toepassing hou tred met elke bestuurder se verdienste en betaal hulle weekliks via elektroniese betaling.

Uber se nuwe ondernemings

Uber se sukses het tot nuwe diensmarkte aanleiding gegee waarvolgens nie alleen mense beweeg word nie, maar ook goedere afgelewer word. Die Uber-maatskappy het onlangs UberEATS (Uber se op-aanvraag-maaltydaflewering) in Suid-Afrika bekendgestel en UberRUSH (Uber se op-aanvraag-goedereafleweringssnetwerk) word binnekort geloods. UberRUSH is deel van 'n plan om Uber-bestuurders se wagtyd tussen passasiers te verkort en hulle te help om hul tyd meer produktief te benut. Gedurende die dag, wanneer dit stiller is, kan Uber-bestuurders byvoorbeeld pakkies aflewer wanneer die diens minder versoeke vir die vervoer van passasiers ontvang. Op hierdie wyse kan Uber-bestuurders ledige tye tussen die oggend- en middagspitstyd benut deur goedere af te lewer in 'n poging om meer geld te verdien. UberRUSH is hoofsaaklik gerig op klein ondernemings wat koerierkoste wil bespaar of tyd wil bespaar wat op die pad bestee word om aflewering te doen. Selfs ondernemings wat nie andersins 'n interne afleweringssdiens sou kon bekostig nie, kan die opsie hê om aflewering deur middel van Uber uit te kontrakteer. Die toepassing stel gebruikers aan albei kante (kliënte en ondernemings) in staat om die aflewering intyds na te gaan, en daar word slegs vir kilometers op die pad betaal, in teenstelling met afleweringsskoste vir 'n heen-en-weer-rit. UberRush sal kleiner ondernemings tariewe vra wat van daardie kliënte verhaal kan word wat die aflewering versoek het. Na gelang van die stad en plek van aflewering kan tariewe vir deelnemende klein ondernemings 'n basisafleweringstarief, 'n per-kilometer-afleweringstarief en 'n minimum tarief per rit insluit.

Slot

Die revolusie wat teweeggebring is deur die bekendstelling van ontwngtende tegnologieë (soos Uber) kan nie ontken of geïgnoreer word nie. Hoewel dit algemeen gekritiseer word, het voorsieningkettingpraktisyns geen ander uitweg as om die moontlikhede te ondersoek wat sodanige tegnologieë vir die verbetering van voorsieningkettingprestasie inhou nie.

BRON: Aangepas uit

<http://www.i-scholar.in/index.php/samvad/article/viewFile/107906/97060>

<http://cmuscm.blogspot.co.za/2014/11/last-weekend-i-went-to-san-francisco.html>

<http://www.2oceansvibe.com/2016/03/11/uberrush-might-hit-sa-at-the-end-of-this-year/>

<https://www.uber.com/cities/johannesburg/>

<http://n4bb.com/uber-drivers-salary-update/>

<http://www.supplychainwizard.com/index.php/blog-categories/blog-consulting/100-track-trace-how-to-get-started-3>

[soos op 15 September 2016]

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 ("Uber-ising supply chains") on page 3
Vrae 1 tot 10 is op die gevallestudie ("Uber-isering van aanbodkettings") op bladsy 3 gebaseer.

QUESTION 1 / VRAAG 1

Why are Uber drivers able to sell more rides to passengers by focusing on improved customer lead time? /

Waarom is Uber-bestuurders in staat om meer ritte aan passasiers te verkoop deur op verbeterde leweringstyd te fokus?

- [1] They can offer a ride to passengers at relatively short notice /
Hulle kan op betreklik kort kennisgewing 'n rit aan passasiers bied
- [2] They use different vehicles based on different passenger needs /
Hulle gebruik verskillende voertuie gebaseer op verskillende passasiersbehoefes
- [3] They are carefully screened by the Uber company before being included in Uber's transportation network /
Hulle word noukeurig deur die Uber-maatskappy gekeur voordat hulle by Uber se vervoernetwerk ingesluit word
- [4] They can also participate in the UberEATS and UberRUSH networks during off-peak periods /
Hulle kan ook tydens buitespitsperiodes aan die UberEATS- en UberRUSH-netwerke deelneem

QUESTION 2 / VRAAG 2

In which way is quality built into Uber's supply chain? /

Op watter manier word gehalte by Uber se voorsieningketting ingebou?

- [1] making the Uber service available in African countries with traffic challenges /
deur die Uber-diens in Afrikalande wat vervoeruitdagings ervaar, beskikbaar te stel
- [2] exploiting the opportunity of a growing middle class in need of fast transportation /
om die geleentheid te benut wat 'n groeiende middelklas wat vinnige vervoer benodig, bied
- [3] remunerating Uber drivers on a weekly basis via direct deposit /
deur Uber-bestuurders weekliks via direkte deposito te vergoed
- [4] evaluating Uber drivers after every ride using the smartphone application /
om Uber-bestuurders ná elke rit deur gebruikmaking van die slimfoontoepassing te evalueer

[TURN OVER] / [BLAAI OM]

QUESTION 3 / VRAAG 3

Uber has made the shift from a supply-driven supply chain to a *demand-driven* supply chain, which shows in their ability to ... /

Uber het die skuif van 'n voorraadgedrewe voorsieningketting tot 'n vraaggedrewe voorsieningketting gemaak, wat tot uiting kom in hul vermoë om ...

- [1] develop a smartphone application to connect supply and demand. /
'n slimfoontoepassing te ontwikkel om aanbod en vraag te verbind.
- [2] identify suitable drivers for transporting people and goods. /
geskikte bestuurders vir die vervoer van mense en goedere te identifiseer.
- [3] provide the type of transportation service option requested by the customer. /
die tipe vervoerdiensoptie wat die kliënt versoek, te verskaf.
- [4] offer all types of multiple services, ranging from transporting people to delivering meals and parcels. /
alle tipes veelvuldige dienste, wat strek van die vervoer van mense tot die aflewering van maaltye en pakkette, aan te bied.

QUESTION 4 / VRAAG 4

Should farmers' associations consider the Uber business model to move locally produced food directly from local farms to end consumers or retail stores, the shared *supply chain* processes could be optimised by ... /

Indien boereverenigings die Uber-sakemodel oorweeg om plaaslik geproduseerde voedsel regstreeks van plaaslike plase na eindverbruikers of kleinhandelwinkels te beweeg, kan die gedeelde voorsieningkettingprosesse geoptimaliseer word deur ...

- [1] charging the lowest price and no delivery fees. /
die laagste prys en geen afleweringse koste nie, te hef.
- [2] using recyclable packaging material to promote sustainability. /
herwinbare verpakkingsmateriaal te gebruik om volhoubaarheid te bevorder.
- [3] purchasing empty space on other distributors' trucks. /
onbenutte ruimte op ander verspreiders se afleweringervoertuie te koop.
- [4] classifying fresh produce as leverage items in the product classification matrix. /
vars produkte as hefboom-items in die produkklasifikasiematriks te klassifiseer.

QUESTION 5 / VRAAG 5

Should local farmers use the Uber concept to deliver fresh produce directly to retailers by synchronising their orders with those routes that logistics providers already use, local fresh produce *retailers* could improve their rate of return by ... /

Indien plaaslike boere die Uber-konsep gebruik om vars produkte regstreeks aan kleinhandelaars te lewer deur hul bestellings te sinchroniseer met daardie roetes wat logistiekverskaffers reeds gebruik, kan varsprodukte-kleinhandelaars hul opbrengskoers verbeter deur ...

- [1] lowering the purchasing costs of fresh produce and realising a higher profit margin. /
die aankoopkoste van vars produkte te verlaag en 'n hoër winsmarge te verwesenlik.

[TURN OVER] / [BLAAI OM]

- [2] lowering the selling price of fresh produce and buying a bigger variety of fresh produce /
die verkoopprijs van vars produkte te verlaag en 'n groter verskeidenheid vars produkte te koop.
- [3] increasing transportation costs and saving on electricity expenses related to refrigeration. /
vervoerkoste te verhoog en op elektrisiteituitgawes wat met verkoeling verband hou, te bespaar.
- [4] increasing the carrying costs of fresh produce and offering a wider variety of fresh produce items. /
die drakoste van vars produkte te verhoog en 'n groter verskeidenheid varsprodukte-items te bied.

Having read the Uber case study, consider the following scenario and answer questions 6 to 10, which are related to **supplier assessment criteria** and the **different types of supplier relationships**.

Nadat u die Uber-gevallestudie gelees het, oorweeg die volgende scenario en beantwoord vrae 6 tot 10, wat verband hou met die verskafferassesseringskriteria en die verskillende soorte verskafferverhoudinge.

Scenario:

The owner of a bridal boutique situated on the outskirts of Johannesburg realises that they should adapt their business model to include deliveries. During a staff meeting, colleagues suggest that the shop should consider using the UberRUSH service for deliveries to brides and bridal parties. The boutique's owner compares UberRUSH with other local courier companies to find the best provider (supplier) of transportation services.

Die eienaar van 'n bruidsboetiek wat aan die buitewyke van Johannesburg geleë is, besef dat hulle hul sakemodel moet aanpas om aflewings in te sluit. Tydens 'n personeelvergadering stel kollegas voor dat die winkel dit behoort te oorweeg om UberRUSH vir aflewings aan bruide en bruidsgroepe te gebruik. Die boetiekieenaar vergelyk UberRUSH met ander plaaslike koeriermaatskappye om die beste verskaffer van vervoerdienste te vind.

QUESTION 6 / VRAAG 6

Which supplier assessment criterion is priority to the boutique's owner if they require *different transportation options* from the service provider to do different types of deliveries of bridal products? /

Watter verskafferassesseringskriterium behoort prioriteit by die boetiek se eienaar te geniet indien hulle verskillende vervoeropsies van die diensverskaffer verlang om verskillende tipes aflewings van bruidsprodukte te doen?

- [1] quality / gehalte
- [2] price / prys
- [3] geographic location / geografiese ligging
- [4] flexibility / buigsaamheid (soepelheid)

[TURN OVER] / [BLAAI OM]

QUESTION 7 / VRAAG 7

Which supplier assessment criterion is priority if the boutique's owner focuses on *demand-pull*, which requires that they fulfil small orders of bridal products more frequently? /

Watter verskafferassesseringskriterium behoort prioriteit te geniet indien die boetiek se eienaar op vraagdruk fokus, wat vereis dat hulle klein bestellings bruidsprodukte meer gereeld uitvoer?

- [1] delivery / lewering
- [2] quality / gehalte
- [3] financial status / finansiële status
- [4] price / prys

QUESTION 8 / VRAAG 8

Which supplier assessment criterion would be the most important if the bridal boutique owner prefers identifying an Uber vehicle *closest to the boutique* at the time when a delivery service is required? /

Watter verskafferassesseringskriterium sal die belangrikste wees indien die eienaar van die bruidsboetiek dit verkies om 'n Uber-voertuig te identifiseer wat die naaste aan die boetiek is op die tydstip wat 'n afleweringsdiens benodig word?

- [1] ethics / etiek
- [2] cost structure / kostestruktuur
- [3] geographic location / geografiese ligging
- [4] quality accreditation / gehalteakkreditasie

QUESTION 9 / VRAAG 9

What type of relationship would the bridal boutique have with the *Uber driver* that they use if they decide on Uber as a courier service provider? /

Watter tipe verhouding sal die bruidsboetiek hê met die Uber-bestuurder wat hulle gebruik indien hulle op Uber as 'n koerierdiensverskaffer besluit?

- [1] alliance / alliansie
- [2] collaborative / samewerkende
- [3] transactional / transaksionele
- [4] application / toepassing

QUESTION 10 / VRAAG 10

Should the bridal company decide on the Uber company as their preferred courier service provider and should Uber prove to be the same good partner as they are to other small businesses worldwide, the relationship between the bridal boutique and the *Uber company* could be described as: /

Indien die bruidsmaatskappy op die Uber-maatskappy as hul voorkeurkoerierdiensverskaffer besluit en Uber toon dat hy dieselfde goeie vennoot is as wat hy vir ander klein ondernemings

wêreldwyd is, kan die verhouding tussen die bruidsboetiek en die Uber-maatskappy beskryf word as:

- [1] arm's length / *armlengte*
- [2] price-focused / *prysgefokus*
- [3] techno-savvy / *tegnoslim*
- [4] cooperative / *koöperatief*

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

QUESTION 11 / VRAAG 11

Which one of the following is an example of a **subjective** performance measure that can be used to measure the performance of the purchasing and supply management department? / *Watter een van die volgende is 'n voorbeeld van 'n subjektiewe prestasiemaatstaf wat gebruik kan word om die prestasie van die aankoop- en voorsieningbestuursafdeling te meet?*

- [1] inventory holding / *voorraadhouding*
- [2] invoice price variance / *faktuurprysafwyking*
- [3] rejection ratio / *afkeurverhouding*
- [4] team-building / *spanbou*

QUESTION 12 / VRAAG 12

Which one of the following is a materials flow metric that measures the availability of materials and services, as well as the hours of uninterrupted production? / *Watter een van die volgende is 'n materiaalvloeimetrie wat die beskikbaarheid van materiale en dienste asook die ure van ononderbroke produksie meet?*

- [1] materials handling / *materiaalhantering*
- [2] production planning and control / *produksiebeplanning en -beheer*
- [3] expenditure ratio / *uitgawe-verhouding*
- [4] promptness factor / *stiptheidsfaktor*

QUESTION 13 / VRAAG 13

The action of *comparing* purchasing and supply performance between various divisions or between various organisations is known as .. / *Die handelinge waarvolgens aankoop- en voorsieningprestasie tussen onderskeie afdelings of onderskeie organisasies vergelyk word, staan bekend as die ...*

- [1] gaining commodity knowledge. / *verwerwing van kommoditeitskennis.*
- [2] setting budget objectives. / *stel van begrotingsdoelwitte.*
- [3] performing benchmarking. / *uitvoering van normstelling.*

[TURN OVER] / [BLAAI OM]

- [4] following the historical approach. /
volg van die historiese benadering.

QUESTION 14 / VRAAG 14

Which organisational function is mainly responsible for *keeping* a copy of the order form for the purpose of following up and expediting an order, as well as using it as a control measure in the case of part deliveries of the order? /

Watter organisatoriese funksie is hoofsaaklik verantwoordelik vir die hou van 'n afskrif van die bestelvorm vir die kontrolering en bespoediging van 'n bestelling, asook om as beheermaatreël in die geval van gedeeltelike aflewering van die bestelling te gebruik?

- [1] finance / finansies
- [2] receiving / ontvangs
- [3] inspection / inspeksie
- [4] purchasing / aankope

QUESTION 15 / VRAAG 15

Which one of the following activities is typically performed when following up with the supplier after placing an order? /

Watter een van die volgende aktiwiteite word tipies uitgevoer wanneer daar ná die plasing van 'n bestelling met die verskaffer opgevolg word?

- [1] assisting the supplier in obtaining an import permit /
bystand aan die verskaffer om 'n invoerpermit te bekom
- [2] bidding and negotiation /
bieëry en onderhandelings
- [3] checking for orders not received on the delivery date /
kontrolering van bestellings wat nie op die afleweringdatum ontvang is nie
- [4] determining the origin of the need /
vasstelling van die oorsprong van die behoefte

QUESTION 16 / VRAAG 16

If a manager arrives at your desk to ask for the *actual price data* and *planned price data* for the past two months, he is most likely calculating the following: /

Indien 'n bestuurder by jou lessenaar opdaag om na die werklike prysdata en beplande prysdata vir die afgelope twee maande te vra, is hy hoogs waarskynlik besig om die volgende te bereken:

- [1] price variance ratio/ *prysafwykingverhouding*
- [2] invoice price variance / *faktuurprysafwyking*
- [3] expenditure ratio / *uitgawe-verhouding*
- [4] promptness factor / *stiptheidsfaktor*

QUESTION 17 / VRAAG 17

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. /

Ingevolge die aankoopproses behoort die aktiwiteit ... binne die bevoegdheid en verantwoordelikheid van slegs die aankoopfunksie te val, hoofsaaklik omdat sodanige aktiwiteit 'n regtens bindende stap is.

- [1] describing requirements / *beskrywing van vereistes*
- [2] selecting suppliers / *keuse van verskaffers*
- [3] bidding and negotiation / *bieëry en onderhandeling*
- [4] placing the order / *plasing van die bestelling*

QUESTION 18 / VRAAG 18

Logistics management is often confused with supply chain management, since practitioners seem not to know that logistics management ... /

Logistiekbestuur word dikwels verwar met voorsieningkettingbestuur, aangesien praktisyns blykbaar nie weet dat logistiekbestuur ...

- [1] is the more strategic version of supply chain management. / *die meer strategiese weergawe van voorsieningkettingbestuur is nie.*
- [2] involves the sourcing and management of suppliers as critical role-players in the supply chain. / *die verkryging en bestuur van verskaffers as kritieke rolspelers in die voorsieningketting behels nie.*
- [3] refers to managing the movement and storage of goods as part of supply chain management. / *verwys na die bestuur van die beweging en berging van goedere as deel van voorsieningkettingbestuur nie.*
- [4] is a broader concept, which includes supplier management, purchasing management and supply chain management. / *'n breër konsep is, wat verskafferbestuur, aankoopbestuur en voorsieningkettingbestuur insluit nie.*

QUESTION 19 / VRAAG 19

What is the main difference between a supply chain and a value chain? /

Wat is die belangrikste verskil tussen 'n voorsieningketting en 'n waardeketting?

- [1] A supply chain is focused on the supply activity, whereas the value chain is focused on value-adding activities. / *'n Voorsieningketting is op die voorsieningsaktiwiteit gefokus, terwyl die waardeketting op waardetoevoegingsaktiwiteite gefokus is.*
- [2] A supply chain has different upstream and downstream linkages, whereas the value chain has only downstream linkages. / *'n Voorsieningketting het verskillende stroomopwaartse en stroomafwaartse koppelings, terwyl die waardeketting slegs stroomafwaartse koppelings het.*

[TURN OVER] / [BLAAI OM]

- [3] A supply chain consists of the value-adding activities of a network of organisations, whereas a value chain consists of the value-adding activities of a specific organisation./
'n Voorsieningketting bestaan uit die waardetoevoegingsaktiwiteite van 'n netwerk organisasies, terwyl 'n waardeketting uit die waardetoevoegingsaktiwiteite van 'n spesifieke organisasie bestaan.
- [4] A supply chain focuses its activities on satisfying the final consumer's need, whereas a value chain coordinates the supply chain activities of different supply chain role-players /
'n Voorsieningketting fokus sy aktiwiteite op die bevrediging van die eindverbruiker se behoefte, terwyl 'n waardeketting die voorsieningkettingaktiwiteite van verskillende voorsieningkettingrolspelers koördineer.

QUESTION 20 / VRAAG 20

In a typical supply chain, an upstream linkage will be on the ... side of the supply chain. /
In 'n tipiese voorsieningketting sal 'n stroomopwaartse koppeling op die ... -kant van die voorsieningketting wees.

- [1] supplier / verskaffer
[2] end consumer / eindverbruiker
[3] focal firm / fokusorganisasie
[4] outbound / uitgaande

**End of multiple-choice questions.
Continue with Section B.**

***Einde van meerkeusevrae.
Gaan voort met Afdeling B.***

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 3
- 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 30 and 31) 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-eksamen vraestel (op bladsye 30 en 31) 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 3) en beantwoord daarna die volgende vraag

Assume you are a hardware retailer operating from a neighbourhood store. An increased need for convenience urges you to also consider a fast delivery service. After weighing several alternatives you realise that UberRUSH will be the perfect solution. Complete the table in the answering section below as follows /

Veronderstel u is 'n ysterwarekleinhandelaar wat vanuit 'n woonbuurtwinkel sake bedryf. 'n Verhoogde behoefte aan gerief dwing u om ook 'n vinnige aflewenningsdiens te oorweeg. Nadat u verskeie alternatiewe opgeweeg het, besef u dat UberRUSH die ideale oplossing bied. Voltooi die tabel in die onderstaande antwoordgedeelte soos volg

[TURN OVER] / [BLAAI OM]

1.1	Provide a short description of the key variable in transport decision-making in the left-hand column. / <i>Verskaf in die linkerkantse kolom 'n kort beskrywing van die sleutelveranderlike in vervoerbesluitneming.</i>	(5)
1.2	Show how UberRUSH complies with the key variables in transport decision-making in the right-hand column. / <i>Dui in die regterkantse kolom aan hoe UberRUSH voldoen aan die sleutelveranderlikes in vervoerbesluitneming.</i>	(5)

1.1	Key variable in transport decision-making/ <i>Sleutelveranderlike in vervoerbesluitneming</i>	1.2	The way in which UberRUSH complies with the key variable in transport decision-making / <i>Die manier waarop UberRUSH voldoen aan die sleutelveranderlike in vervoerbesluitneming</i>
1. Total cost Short description / <i>Totale koste</i> <i>Kort beskrywing :</i>	(1)	1 mark / punt	
2. Speed Short description <i>Spoed</i> <i>Kort beskrywing:</i>	(1)	1 mark / punt	

3. Reliability: Short description: Betroubaarheid Kort beskrywing: (1)	1 mark / punt
4. Capability Short description: Bevoegdheid Kort beskrywing: (1)	1 mark / punt
5. Accessibility Short description: Toeganklikheid Kort beskrywing: (1)	1 mark / punt

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 Discuss each of the following 5 characteristics that would display that Uber is a service organisation. Use the following headings provided. /
Bespreek elk van die volgende vyf kenmerke wat sal aantoon dat Uber 'n diensorganisasie is. Gebruik die volgende opskrifte: (5)

- (a) intangibility / ontasbaarheid
- (b) simultaneity / gelyktydigheid
- (c) perishability / bederfbaarheid
- (d) entry into market / toetrede tot mark
- (e) heterogeneity / heterogeniteit

2.2 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 / voorraaddrakoste (5)
- (b) ordering costs / bestelkoste (5)
- (c) stock-out costs / uitvoorraadkoste (5)

2.1 Discuss each of the following five characteristics that would display that Uber is a service organisation. Use the headings provided in the answering section below. /
Bespreek elk van die volgende vyf kenmerke wat sal aantoon dat Uber 'n diensorganisasie is. Gebruik die volgende opskrifte: (5)

(a) Characteristic 1: Intangibility / Kenmerk 1: Ontasbaarheid

[TURN OVER] / [BLAAI OM]

(b) Characteristic 2: Simultaneity / Kenmerk 2: Gelyktydigheid

(c) Characteristic 3: Perishability / Kenmerk 3: Bederfbaarheid

(d) Characteristic 4: Entry into market / Kenmerk 4: Toetrede tot mark

(e) Characteristic 5: Heterogeneity / Kenmerk 5: Heterogeniteit

2.2 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 / voorraaddrakoste | (5) |
| (b) ordering costs / bestelkoste | (5) |
| (c) stock-out costs / uitvoorraadkoste | (5) |

(a) inventory holding costs/ *voorraaddrakoste*

(5)

(b) ordering costs / *bestelkoste*

(5)

(c) stock-out costs / *uitvoorraadkoste*

(5)

End of question 2
Einde van vraag 2

QUESTION 3
VRAAG 3

[20 MARKS]
[20 PUNTE]

- 3.1 A local baker who has previously managed his own delivery service decides to outsource this service to Uber in future. What would this baker's rationale (benefits) be for outsourcing the delivery service? /
'n Plaaslike bakker wat voorheen sy eie afleweringssdiens bestuur het, besluit om in die toekoms die afleweringssdiens aan Uber uit te kontrakteer. Wat sou hierdie bakker se rasionaal wees (voordele wat dit inhou) vir die uitkontraktering van die afleweringssdiens? (5)
- 3.2 Identify and discuss the **qualitative considerations** in purchasing capital equipment. (Structure your discussion with suitable headings.)
Identifiseer en bespreek die kwalitatiewe oorwegings by die aankoop van kapitaaltoerusting. (Struktureer u bespreking met geskikte opskrifte.) (15)

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'n Plaaslike bakker wat voorheen sy eie afleweringssdiens bestuur het, besluit om in die toekoms die afleweringssdiens aan Uber uit te kontrakteer. Wat sou hierdie bakker se rasionaal wees (voordele wat dit inhou) vir die uitkontraktering van die afleweringssdiens? (5)

This image shows a single sheet of white paper with horizontal 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.

- 3.2 Identify and discuss the **qualitative considerations** in purchasing capital equipment. (Structure your discussion with suitable headings.) /
Identifiseer en bespreek die kwalitatiewe oorwegings by die aankoop van kapitaaltoerusting. (Struktureer u bespreking met geskikte opskrifte.) (15)

[illegible]

Einde van vraag 3

[20 MARKS]
[20 PUNTE]

Aankoop- en voorraadbestuurders behoort gehaltebestuurstelsels te oorweeg in hul strewe om gehalte te verbeter. Bespreek totalegehaltebestuur (TGB) deur gebruikmaking van die volgende opskrifte:

Omskrift TGB.

(2)

Wet uit oor die filosofie van TGB as 'n lewenswyse vir elke werknemer.

(2)

[TURN OVER] / [BLAAI OM]

4.3 Discuss the elements of TQM. /

Bespreek die elemente van TGB.

(6)

4.4 Identify and discuss the impact of TQM on purchasing and supply./

Identifiseer en bespreek die uitwerking van TGB op aankoop en voorsiening.

(10)

4 1 Define TQM /

Omskryf TGB.

(2)

4.2 Elaborate on the philosophy of TQM as a way of life for every employee. /

Wei uit oor die filosofie van TGB as 'n lewenswyse vir elke werknemer.

(2)

(6)

[illegible]

- 4.4 Identify and discuss the impact of TQM on purchasing and supply. /
Identifiseer en bespreek die uitwerking van TGB op aankoop en voorsiening. (10)

This image shows a single sheet of white paper with horizontal 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.

[illegible]

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[TURN OVER] / [BLAAI OM]

(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]

ADDITIONAL SPACE
BYKOMENDE SPASIE

PLEASE write the question number clearly.)

(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.)

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ROFWERK

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ROFWERK

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PART 1 (GENERAL/ALGEMEEN) DEEL 1

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INITIALS AND SURNAME
VOORLETTERS EN VAN

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DATE OF EXAMINATION
DATUM VAN EKSAMEN

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EXAMINATION CENTRE (E.G. PRETORIA)
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PART 2 (ANSWERS/ANTWOORDE) DEEL 2

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- ① Write your paper code in these eight squares, for instance

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- ② The paper number pertains only to first-level courses consisting of two papers

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- ③ Fill in your initials and surname
- ④ Fill in the date of the examination
- ⑤ Fill in the name of the examination centre
- ⑥ 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.
- ⑦ In each vertical column mark the digit that corresponds to the digit in your student number as follows.
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- ⑨ In each vertical column mark the digit that corresponds to the digit number in your unique paper number as follows. [-]
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For use by examination invigilator
Vir gebruik deur eksamenopsiener

IMPORTANT

- USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET
- MARK LIKE THIS
- CHECK THAT YOUR INITIALS AND SURNAME HAS BEEN FILLED IN CORRECTLY
- ENTER YOUR STUDENT NUMBER FROM LEFT TO RIGHT
- CHECK THAT YOUR STUDENT NUMBER HAS BEEN FILLED IN CORRECTLY
- CHECK THAT THE UNIQUE NUMBER HAS BEEN FILLED IN CORRECTLY
- CHECK THAT ONLY ONE ANSWER PER QUESTION HAS BEEN MARKED
- DO NOT FOLD

BELANGRIK

- GEBRUIK SLEGS 'N HB POTLOOD OM HIERDIE BLAD TE VUL TOOI
- MERK AS VOLG
- KONTROLEER DAT U VOORLETTERS EN VAN REG INGEVUL IS
- VOER U STUDENTENOMMER VAN LINKS NA REGS IN
- KONTROLEER DAT U DIE KORREKTE STUDENTENOMMER VERSTREK HET
- KONTROLEER DAT DIE UNIEKE NOMMER REG INGEVUL IS
- MAAK SIKER DAT NET EEN ALTERNATIEF PER VRAAG GEMERK IS
- MOENIE VOLDIE

PART 2 (ANSWERS/ANTWOORDE) DEEL 2

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2	0	1	2	3	4	5
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Fill-in/MCQ



Examination period

Student number

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Surname

First Names

Subject

Code of paper

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Number of paper

Centre

Date

This is to certify that I have read the rules governing the examinations as set out on the inside cover of this examination answer book and in the examination instructions

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

I undertake to adhere to the procedures, rules and regulations of the University of South Africa as published in the official brochures

Signature of candidate

ID Number

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Batch No

28092015MCQ

Signature of invigilator

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UNISA invigilator's personnel number

NOTE Not a valid document if not completed by the Invigilator

Fill-in/MCQ



Examination period

Student number

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Surname

First Names

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ID Number

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Batch No

28092015MCQ

Signature of invigilator

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