



STRATHMORE UNIVERSITY BUSINESS SCHOOL
BACHELOR OF SCIENCE IN SUPPLY CHAIN & OPERATIONS MANAGEMENT
END OF SEMESTER EXAMINATION
SCM 2105: CATEGORY MANAGEMENT

Date: Tuesday, 25th July 2023

Time: 2 Hours

Instructions

1. This examination consists of **FIVE** questions.
2. Answer **Question ONE (COMPULSORY)** and any other **TWO** questions.

QUESTION ONE **(TOTAL 30 MARKS)**

- a) Using an example, explain the concept of Stakeholder mapping” as used in category management. **(4 Marks)**
- b) O’Brien asserts that benefits measurement and tracking is crucial so that benefits are reported. Distinguish between actual and real benefits. **(4 Marks)**
- c) Describe **THREE** tools of analysis that could be used to assess the supply market in the category management. **(6 Marks)**
- d) The various models of category management typically identify and profile the categories of spend. Propose **THREE** factors that should be assessed when identifying and profiling categories of spend. **(6 Marks)**
- e) Explain a process that might be used for the implementation of category management approach to procurement. **(10 Marks)**

QUESTION TWO **(TOTAL 20 MARKS)**

- a) Stakeholder buy-in is key to category management success. Outline **FOUR** ways a category manager can achieve stakeholder buy-in. **(4 Marks)**
- b) As a procurement manager in the Fast Moving and Consumer Goods sector, you are considering implementing category management. Explain to the Board of Directors, the **THREE** main benefits of implementing the same in your organisation. **(6 Marks)**
- c) Discuss **FIVE** factors that guarantee a successful category management process in an organisation. **(10 Marks)**

QUESTION THREE (20 MARKS)

- a) Discuss **TWO** ways a category manager can acquire financial information on potential suppliers in the category management process. **(4 Marks)**
- b) Elaborate **FOUR** approaches used to identify suitable suppliers in the supply market. **(8 Marks)**
- c) Explain **FOUR** performance management responsibilities of a category manager to ensure that planned improvements are realised through the use of category management process. **(8 Marks)**

QUESTION FOUR **(TOTAL 20 MARKS)**

- a) List four sourcing strategies in category management **(4 Marks)**
- b) A make-or-buy decision is an act of choosing between manufacturing a product in-house or purchasing it from an external supplier. Discuss **FOUR** factors to consider in a make-or-buy analysis in the category management process. **(8 Marks)**
- c) Category management strategies bring change and there will be resistance to change. Explain **FOUR** approaches for managing change as itemized by Kotter and Schlesinger. **(8 Marks)**

QUESTION FIVE **(TOTAL 20 MARKS)**

- a) Outline **SIX** technical skills required for successful implementation of category management. **(6 Marks)**
- b) The triple bottom line is a sustainability framework that measures a business's success in three key areas. Examine these **THREE** areas in relation to the category management process. **(6 Marks)**
- c) The opportunity analysis offers a quick route to determining whether it is worth mobilizing a team to take on improvement in certain categories. Draw the opportunity analysis as outlined by O'Brien in category management. **(8 Marks)**

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