CERTIFICATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

CERTIFICATE IN SUPPLY CHAIN MANAGEMENT

CSM 100: FOUNDATIONS OF SUPPLY CHAIN MANAGEMENT

DATE: 28TH JULY 2026

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **FOUR** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

PROCUREMENT CHALLENGES AT GREENFIELDS AGRO-PROCESSORS LTD

GreenFields Agro-Processors Ltd. is a medium-sized company involved in the processing and export of packaged agricultural products across East Africa. The company has experienced rapid growth over the last three years due to increased demand for its products from supermarkets and export markets. As part of its expansion strategy, the management approved the establishment of a new processing plant in Nakuru County and allocated a significant budget for procurement of machinery, office equipment, packaging materials, transport services, and ICT systems.

At the beginning of the financial year, all departmental heads were instructed to prepare and submit their procurement requirements to the Procurement Department for consolidation into the annual procurement plan. However, several challenges emerged during the planning process. Some departments submitted incomplete specifications, while others failed to estimate quantities and timelines accurately. The Production Department requested specialized packaging machines without consulting the technical team, leading to confusion during supplier evaluation. The ICT Department proposed software systems without indicating compatibility requirements with existing systems. In addition, some departments inflated their budgets in anticipation of future emergencies, while others delayed submission of their proposals beyond the required timelines.

The Procurement Manager emphasized that procurement planning should align with the company’s strategic goals, approved budgets, operational needs, and legal requirements. He reminded departmental heads that procurement decisions must be supported by proper market analysis, realistic budgeting, and clear technical specifications to avoid wastage and delays. He also stressed the importance of involving end users during needs assessment to ensure the procured goods and services meet operational requirements.

During supplier sourcing, the company advertised tenders for various goods and services. A tender evaluation committee was formed to assess supplier responsiveness, pricing, delivery schedules, financial capability, quality standards, and previous performance records. However, allegations emerged that one procurement officer had leaked confidential tender information to a preferred supplier in exchange for personal benefits. Another officer was accused of influencing the evaluation process by accepting gifts from bidders. The Internal Audit Department raised concerns about conflict of interest, lack of transparency, and failure to maintain confidentiality during the procurement process.

As investigations continued, senior management realized that procurement effectiveness depended not only on purchasing goods but also on proper planning, ethical conduct, accountability, stakeholder involvement, compliance with procurement procedures, and effective communication among departments. To restore confidence in the procurement process, the company organized ethics training for procurement staff, strengthened internal controls, introduced supplier evaluation guidelines, and implemented stricter approval and monitoring procedures for all procurement activities.

The Managing Director later observed that organizations with effective procurement systems are more likely to achieve value for money, operational efficiency, timely delivery of services, and improved supplier relationships. He further noted that procurement officers must demonstrate integrity, professionalism, fairness, confidentiality, and accountability in all procurement activities to safeguard organizational resources and public trust.

Required:

- **a)** Procurement cycle starts way before the listing of the items needed for the year by the organizations. Discuss five key determinants of good procurement t cycle in an organization. **(10 Marks)**
- **b)** Propose key considerations for the used departments as they prepare their procurement proposals. (**10 Marks)**
- **c)** Procumbent office is seen as a source for amassing wealth. Suggest five ethical considerations to uphold for procurement officers. **(10 marks)**

QUESTION TWO

a) Before goods can be identified and billed, the seller will require specification for the products. Examine four types of suppliers that may be shared **(8 marks)**

b) Discuss four secondary activities that relate to Value Chain Analysis as explained. **(2 Marks)**

QUESTION THREE

- **a)** The tendering method chosen by the organization may vary depending on the nature of items required. Discuss three factors that may influence the choice of tendering methods practiced in supply chain. **(6 Marks)**
- **b)** Propose four functions of delivery note to the buyer **(4 Marks)**

QUESTION FOUR

- **a)** When John delivered goods from their warehouse to the client's premise, they were returned. The reasons for returning the products were not clearly communicated. Assess five reasons why goods delivered may be returned.

(5 Marks)

b) Clearly explain five types of Specifications that can be outlined by the consumer of a product or service**.** **(5 Marks)**

QUESTION FIVE

a) Many organizations are shifting to full use of technology in their procurement processes. Asses five benefits likely to be derived from using procurement when supporting procurement process.

(5 Marks)

b) Public Procurement and Disposable Act was developed to regulate the whole procurement process in the public sector. Briefly discuss five key features of the Act.

(5 Marks)

QUESTION SIX

a) Explain the activities that take place during bid evaluation process.

(5 Marks)

b) Technology plays a key role in supporting and efficient supply chain process. Analyze five ways technology can be employed in a manufacturing industry to support the supply chain.

(5 Marks)