



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION
DEPARTMENT OF MARKETING, LOGISTICS AND SPORTS MANAGEMENT**

QUALIFICATION: POSTGRADUATE DIPLOMA: PROCUREMENT MANAGEMENT	
QUALIFICATION CODE: 08PDPM	LEVEL: 8
COURSE CODE: GSD801S	COURSE NAME: GLOBAL SUPPLY CHAIN DILIGENCE
SESSION: JUNE 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100
SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	MS. SELMA KAMBONDE
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INSTRUCTIONS	
1. Answer all questions. 2. Write clearly and neatly. 3. Number the answers.	

THIS QUESTION PAPER CONSISTS OF 3 PAGES (Including this front page)

SECTION A: FILL IN THE MISSING WORDS

QUESTION 1 (40 MARKS)

Below are 20 statements. Each has a missing term represented by a blank space. Write down or identify the correct missing word. Each correct answer is equivalent to 2 marks

- 1.1 To manage international trade obligations effectively, companies must understand _____, which outlines the responsibilities of buyers and sellers.
- 1.2 _____ allows businesses to access diverse materials from international suppliers, enhancing product variety and cost efficiency.
- 1.3 The unpredictable nature of war, pandemics, and strikes often leads to _____ affecting global production and distribution.
- 1.4 Companies measuring environmental impact from production to disposal use _____ tools.
- 1.5 One of the first steps in responsible procurement is performing _____ to assess the risks and integrity of potential suppliers.
- 1.6 Ensuring ethical labour practices, reducing emissions, and choosing eco-friendly suppliers are all elements of _____.
- 1.7 When firms use multiple vendors to avoid overdependence, they engage in _____.
- 1.8 A manufacturer failing to deliver parts on time reveals a weakness in _____.
- 1.9 Excessive communication layers and multiple supplier tiers lead to _____ in a supply chain.
- 1.10 One challenge with _____ is balancing production schedules with unpredictable customer demand.
- 1.11 Thinking from the _____ means evaluating a product's impact from creation to disposal.
- 1.12 _____ provides internationally recognised guidance for integrating sustainability into procurement processes.
- 1.13 Managing contract performance, resolving disputes, and ensuring deliverables are all part of _____.
- 1.14 When a risk is identified but considered minor or acceptable, a company may choose to _____ it and take no immediate action.
- 1.15 A company that introduces new safety protocols and invests in improved systems to reduce an identified risk is choosing to _____ the risk.
- 1.16 To avoid direct exposure to risks such as theft or damage during shipping, many companies _____ the risk by outsourcing or insuring it.
- 1.17 When a risk is deemed too great to manage or mitigate effectively, organisations may _____ the risky activity altogether by halting the operation.
- 1.18 A pharmaceutical company chose _____ by delaying a new drug launch until regulatory clarity was achieved in its target markets.
- 1.19 A logistics firm optimised its warehousing and transportation systems to improve its product delivery speed and customer satisfaction. This is an example of enhancing _____, a key component of Porter's Value Chain.

1.20 Conducting risk identification, assessing impact, selecting a response strategy, and implementing mitigation plans are part of a structured _____ process.

SECTION A: 40 TOTAL MARKS

SECTION B: STRUCTURED QUESTIONS

QUESTION 2 (44 MARKS)

Ibbu Investment CC, headquartered in the Zambezi Region of Namibia, has transformed since its founding in 2005 from a small-scale charcoal producer into a technologically advanced charcoal processing and packaging facility. With a strong focus on exporting high-quality Namibian charcoal to markets in the UK, Western Europe, and South Africa, the company operates in a dynamic global environment shaped by PESTEL factors. As the company scales operations, it must navigate these external forces to maintain supply chain efficiency, responsiveness, and reliability.

2.1 Analyse how Ibbu Investment CC can address the six key drivers of supply chain performance to ensure cost-effectiveness and timely customer delivery across its export markets? **(24 marks)**

2.2 Critically assess how PESTEL analysis can be used as a risk management tool to help Ibbu Investment CC anticipate, evaluate, and respond to potential disruptions in its global supply chain? **(18 Marks)**

QUESTION 3 (18 MARKS)

Cymot Namibia, a leading supplier of automotive parts, outdoor equipment, and industrial tools, operates a nationwide distribution network with branches across Namibia and a growing customer base in southern Africa. With an expanding product portfolio and increasing demand for faster delivery, Cymot has recently experienced several supply chain challenges. These include stock imbalances at branches, inconsistent supplier delivery performance, high fuel and transportation costs, and limited visibility into warehouse operations.

Briefly discuss how the company can use the different supply chain performance measurement tools to improve visibility, reduce inefficiencies, and enhance service delivery across its network? **(18 Marks)**

SECTION A: 60 TOTAL MARKS

TOTAL MARKS:100