



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF MARKETING, LOGISTICS AND SPORT MANAGEMENT

QUALIFICATION: BACHELOR OF PROCUREMENT & SUPPLY CHAIN MANAGEMENT	
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COURSE CODE: PSR521S	COURSE NAME: PROCUREMENT AND SUPPLY CHAIN RISK MANAGEMENT
SESSION: JANUARY 2026	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	MS. E JESAYA (DI) MS. S NAMBINGA (FT) MS H KAULINGE (FT/PF) MS J TJITUKA (FT) MR N OOSTHUIZEN(FT) MR. T MWAHENUKANGE (EF/ED)
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INSTRUCTIONS
1. Answer ALL the questions. 2. Read all the questions carefully before answering. 3. Number the answers clearly.

THIS QUESTION PAPER CONSISTS OF 5 PAGES (Including this front page)

SECTION A: SHORT ANSWER QUESTIONS

40 MARKS

QUESTION 1: MULTIPLE CHOICE

Write the letter next to the correct answer.

2X10=20 MARKS

- 1.1. What is the primary aim of "Risk Identification" in the risk management process?
- a) To evaluate which risks require treatment
 - b) To provide an understanding of risk
 - c) To generate a comprehensive list of risks
 - d) To implement risk modification options
- 1.2. What is the main purpose of "Risk Treatment" in the risk management process?
- a) To generate a list of risks
 - b) To evaluate risk analysis results
 - c) To implement options for risk modification
 - d) To establish risk criteria
- 1.3. How are consequences typically classified in a popular classification for risk assessment?
- a) Trivial, moderate, severe, and critical
 - b) Small, medium, and large
 - c) Low, medium, high, and very high
 - d) Frequent, infrequent, rare, and unique
- 1.4. In a vulnerability assessment, what is the primary objective of determining the likelihood, consequences, and magnitudes of the impact of risk triggers?
- a) To produce a ranked list of vulnerabilities
 - b) To classify risks into four types of outcomes
 - c) To quantify and rank potential threats
 - d) To identify low-predictability consequences
- 1.5. What colour is commonly used in a risk assessment matrix to represent high-risk events?
- a) Red
 - b) Yellow
 - c) Green
 - d) Blue
- 1.6. What is the probability range for "likely" risk events in a risk assessment matrix?
- a) Less than 10 percent
 - b) 11 to 30 percent
 - c) 31 to 60 percent
 - d) 61 to 90 percent

- 1.7. What is the primary characteristic of a supply chain disruption?
- a) It is a gradual decline in the quality of products a company produces.
 - b) It involves hazards that impact instantly and cause immediate harm.
 - c) It is an unplanned and unanticipated event that disrupts the normal flow of goods in the supply chain.
 - d) It is a planned and anticipated event that affects the normal flow of goods and materials.
- 1.8. Davies Sewing Company faced legal penalties and financial losses due to non-compliance with industry laws and regulations. This situation represents:
- a) Risk appetite assessment
 - b) Liability issues
 - c) Supplier collaboration
 - d) Brand damage
- 1.9. Company ABC faces significant supply chain disruptions due to inconsistencies in manufacturing systems caused by machine downtime and operator unavailability. What specific type of supply risk corresponds to these disruptions?
- a) Infrastructure security risks
 - b) Flow variability risks
 - c) Quality risks
 - d) Financial risks
- 1.10. What aspect of risk management allows companies to gather valuable data for making better decisions and improving their processes?
- a) Budgeting efficiency
 - b) Catastrophic event avoidance
 - c) Day-to-day risk management processes
 - d) Proactive cultural change

SUB-TOTAL: 20 MARKS

QUESTION 2: TRUE/FALSE QUESTIONS

State whether the following statements are true or false.

2X10 = 20 MARKS

- 2.1. The Political Legal category only includes tax policies and excludes trade regulations and employment laws.
- 2.2. The Ethical category is primarily concerned with legal compliance and tariffs.
- 2.3. Regular risk assessments can help determine both the likelihood and impact of fraud in the supply chain.
- 2.4. Employee awareness and training programs are only effective if conducted after fraud is detected.

2.5. A Cyber Incident Response Plan includes procedures to respond to cyberattacks on organizational information systems.

2.6. The Information System Emergency Procedures (ISCP) plan is mainly for communication during a crisis.

2.7. Revenue Management and Dynamic Assortment Planning both aim to increase control of product demand under normal circumstances.

2.8. The Economic Supply Incentives strategy improves the capability to manage supply by enabling a firm to adjust order quantities quickly during a disruption.

2.9. During the recovery stage, the main objective is to stabilise and restore supply chain operations to pre-disruption levels.

2.10. A resilient supply chain skips the growth/adaptation stage if recovery is successful.

SUB-TOTAL: 20 MARKS

SECTION B: STRUCTURED QUESTIONS

60 MARKS

QUESTION 3: CASE STUDY

12 MARKS

Indicate whether the following case studies are Intra-organisational, Inter-organisational and Extra-organisational risks. Please justify your answer!

- a) Zara Investment CC warehouse team fails to update the Enterprise Resource Planning (ERP) system after dispatch, creating stock discrepancies.
- b) Zella Investment CC, a third-party logistics provider (3PL) misses critical shipment deadlines due to poor fleet maintenance.
- c) Yara Investment CC and Tuna Electric CC disagree over payment terms, delaying deliveries.
- d) Flooding in Oshana destroys vegetables in a farming community project leading to shortages cabbages and onions in Fresh hub Market of Oshana.
- e) Bicy Bread & Breakfast Guesthouse underestimates peak holiday demand due to inaccurate forecasting models.
- f) COVID-19 restrictions halt manufacturing operations and restrict global trade.

QUESTION 4

12 MARKS

Organisations must ensure that it incorporate components of corporate social responsibilities (CSR) into their operations and daily activities. Discuss any six of these components?

QUESTION 5

10 MARKS

What constitutes a supply chain contract? (List important factors that should be included in a supply chain contract to make it effective).

QUESTION 6:

14 MARKS

Assess any seven fundamental principles that a Risk Intelligent Enterprise can apply to build a robust risk culture?

QUESTION 7

12 MARKS

7.1. Define supply chain resilience?

3 MARKS

7.2. Explain three forms of supply chain resilience and give one example of each?

9 MARKS

SUB-TOTAL: 60 MARKS

TOTAL: 100 MARKS

THE END