



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY
FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION**

DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCE

QUALIFICATION: BACHELOR OF PUBLIC MANAGEMENT	
QUALIFICATION CODE: 07BPMA	LEVEL: 6
COURSE CODE: MPS621S	COURSE NAME: FINANCIAL MANAGEMENT IN THE PUBLIC SECTOR
SESSION: NOVEMBER 2025	PAPER: THEORY (PAPER 1)
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
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INSTRUCTIONS	
<ol style="list-style-type: none">1. This paper consists of 6 (six) questions of equal value.2. Read all the questions carefully before answering.3. Answer any 4 (four) questions.4. Write clearly and legibly.	

THIS QUESTION PAPER CONSISTS OF 2 PAGES (Including this front page)

QUESTION 1

As a chief executive officer of a municipality in Namibia, you are required to ensure that resources are utilised efficiently, and within the context of an effective and transparent financial reporting system. By using relevant examples, outline the following:

1.1 Important aspects financial statements should reflect. [10]

1.2 Main purposes for preparing and analysing financial statements of a local authority. [15]

(25)

QUESTION 2

There are various components of financial management that you are expected to know as a prospective public sector financial manager. By using relevant examples, write explanatory notes on the following components of public financial management:

2.1 Strategic plans [5]

2.2 Expenditure management [5]

2.3 Financial management system [5]

2.4 Budgeting [5]

2.5 Performance management [5] (25)

QUESTION 3

You are a financial manager for a public sector institution in Namibia. By using relevant examples, describe the conceptual properties of money you have studied. (25)

QUESTION 4

The Namibian Auditor-General is a key role player in public financial management. Explain the important role the auditor-general plays in public financial management. Use relevant examples to illustrate your answers. (25)

QUESTION 5

You are a manager responsible for overall tax revenue collection at the Namibia Revenue Agency (NAMRA). Describe the fundamental principles that a good tax system should display at NAMRA. Use relevant examples to illustrate your answers.

(25)

QUESTION 6

You are responsible for budget reforms for public sector institutions in Namibia. Explain the process of a zero-based budgeting (ZBB) technique. Additionally, indicate why you would recommend ZBB. Use relevant examples to substantiate your answers.

(25)

END OF PAPER