



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

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

QUALIFICATION: POST GRADUATE DIPLOMA: PROCUREMENT MANAGEMENT BACHELOR OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT HONOURS	
QUALIFICATION CODE: 08PDPM 08LSCH	LEVEL: 8
COURSE CODE: SPM802S	COURSE NAME: STRATEGIC PROCUREMENT MANAGEMENT
SESSION: NOVEMBER 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100
FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER	MS. PAULINA SHINANA (Post-Graduate Diploma) DR. HELVI PETRUS (Honours)
MODERATOR:	MR. TANGI NEPOLO
INSTRUCTIONS	
<ol style="list-style-type: none">1. Answer all questions.2. Read all the questions carefully before answering.3. Make sure your name and surname, question number and the date appears in the Header and Footer.4. Give special attention to the manuscript instructions.	

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

QUESTION 1

[25 MARKS]

Namibia Breweries Limited (NBL) is repositioning its business to compete more aggressively in regional SADC markets while improving financial sustainability and strengthening local supplier development. The executive team is reviewing how procurement can shift from being operational to becoming a key enabler of the organisation's long-term strategic goals, such as cost efficiency, innovation, sustainability, and brand reputation.

While procurement has traditionally focused on unit cost reduction, there is growing recognition that strategic procurement can directly support competitive positioning and overall business growth.

1.1. Analyse how strategic procurement can contribute to achieving NBL's corporate strategy.

(13 Marks)

1.2. Design a procurement transformation roadmap that realigns NBL's procurement function with its long-term strategic objectives. Your roadmap should propose strategic shifts in governance, supplier engagement, and value creation.

(12 Marks)

QUESTION 2

[25 MARKS]

Pupkewitz Megabuild is expanding its store footprint into northern Namibia and southern Angola. The procurement team has been tasked with developing a procurement strategy that aligns with the company's strategic growth objectives and operational realities. The COO has asked for a complete procurement strategy development plan.

Apply the five-step procurement strategy development process to Pupkewitz Megabuild's expansion context. Provide practical examples at each step.

(25 Marks)

QUESTION 3

[25 MARKS]

NamPower continues to face rising costs and inefficiencies in the procurement of technical services and infrastructure components. Senior management suspects that the lack of structured procurement data is contributing to poor decision-making. There is growing interest in leveraging analytical tools to improve procurement outcomes.

3.1. As a strategic procurement advisor, what type of analytical approach would you recommend to help NamPower better understand its procurement patterns and improve sourcing decisions? Justify your answer.

(15 Marks)

3.2. What practical barriers could NamPower encounter when introducing such a procurement analysis tool, and how might these be addressed within the context of a state-owned, capital-intensive enterprise?

(10 Marks)

QUESTION 4**[25 MARKS]**

The Namibia Airports Company (NAC) is undergoing infrastructure upgrades at Hosea Kutako and other regional airports. The government has mandated that all major SOEs align procurement practices with national sustainability goals and environmental commitments under Vision 2030 and the Public Procurement Act. However, the current procurement policy at NAC lacks specific sustainability criteria, and decision-making remains largely cost-driven.

4.1. In the context of the above scenario, explain how a shift toward sustainable procurement could impact the NAC's procurement priorities and practices. (13 Marks)

4.2. What practical barriers might NAC face when trying to implement sustainable procurement within its existing public procurement framework, and how could these be addressed? (12 marks)

TOTAL MARKS:100**ALL THE BEST**