



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

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

QUALIFICATION: POST GRADUATE DIPLOMA: PROCUREMENT MANAGEMENT BACHELOR OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT HONOURS	
QUALIFICATION CODE: 08LSCM 08PDPM	LEVEL: 8
COURSE CODE: SPM802S	COURSE NAME: STRATEGIC PROCUREMENT MANAGEMENT
SESSION: DECEMBER 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	DR. HELVI PETRUS (HONOURS) MS. PAULINA SHINANA (POST-GRADUATE DIPLOMA)
MODERATOR:	MR. TANGI NEPOLO
INSTRUCTIONS	
1. There are 5 questions answer any four questions. 2. Read all the questions carefully before answering. 3. Make sure that all your details including student number, seat number, name and surname are indicated on your answer script. 4. Give special attention to the manuscript instructions.	

THIS QUESTION PAPER CONSISTS OF 4 PAGES (Including this front page)



QUESTION 1

[25 Marks]

Case Study 1: Strategic Procurement at Namibia Ports Authority (Namport)

Namibia Ports Authority (Namport) is responsible for managing the ports of Walvis Bay and Lüderitz. As Namibia positions itself as a logistics hub for Southern Africa, Namport has invested heavily in port infrastructure, including a new container terminal at Walvis Bay. To ensure operational efficiency, Namport needs a strategic procurement process for acquiring critical goods and services such as: Marine equipment (tugs, pilot boats, and cranes), IT systems for cargo tracking and automation, Fuel and maintenance contracts, and Professional services (consulting, training, and auditing).

The procurement department faces challenges including balancing cost reduction with quality and sustainability goals, meeting government regulations and compliance requirements, ensuring transparency and avoiding conflicts of interest and building long-term supplier relationships that support innovation.

Analyse the case study and discuss 5 key pillars of strategic procurement process that NAMPORT could employ to overcome the identified challenges. [25 Marks]

QUESTION 2

[25 Marks]

2.1 Discuss five (5) challenges of sustainable procurement and propose mitigation measures for each identified challenge. [20 Marks]

2.2 Explain any 5 benefits of sustainable procurement [5 Marks]

QUESTION 3

[25 Marks]

Case Study 2: Developing a Procurement Strategy at TransNamib Railways

TransNamib Railways is in the process of upgrading its rail network to support the Africa Integrated Railways Network (AIRN). The company faces procurement challenges in sourcing locomotives, wagons, signaling systems, and ICT solutions for rail traffic management.

The Ministry of Works and Transport has directed TransNamib Railways to develop a comprehensive procurement strategy to ensure cost-effectiveness, transparency, and sustainability while meeting regional integration goals.

Key challenges that TransNamib face include high dependency on a few foreign suppliers, rising costs of imported spare parts and fuel, pressures to adopt green logistics solutions (e.g., hybrid locomotives), and compliance with national procurement laws and SADC protocols.

Considering the 5 stages of developing procurement strategy in mind, analyses the TransNamib case study and with relevant examples answer the following questions.

[25 Marks]

3.1 What internal and external factors should TransNamib analyses before developing its comprehensive procurement strategy? [5 Marks]

3.2 What factors should TransNamib consider and set as it main strategic procurement objectives? [5 Marks]

3.3. Which strategic decisions would be most appropriate for TransNamib to employ for its procurement? [5 Marks]

3.4 What tactical steps should TransNamib take in translating its strategic plan into tangible procurement actions and ensuring alignment between its daily operations and long-term goals. [5 Marks]

3.5 What performance indicators should TransNamib employ to assess whether its procurement strategy is delivering the intended results? [5 Marks]

QUESTION 4**[25 Marks]*****Case Context 3: Omega Foods Ltd.***

Omega Foods Ltd. is a mid-sized food processing company in Namibia. The company relies heavily on imported raw materials such as spices, packaging materials, and machinery parts. However, rising costs, inconsistent supplier performance, and sustainability pressures have pushed management to rethink their procurement strategy.

Discuss any 5 key components of strategic procurement management that Omega Foods Ltd can employ to address identified challenges. [25 Marks]

QUESTION 5**[25 Marks]**

Describe any five (5) steps in conducting a spending analysis process and explain how each step contributes to procurement decision-making. [25 Marks]

TOTAL MARKS:100**ALL THE BEST**

