



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF BUSINESS, ECONOMICS AND ACCOUNTING

DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT

EXAMINATION PAPER

COURSE CODE : CPS 403
COURSE TITLE : SUSTAINABLE PROCUREMENT
SPECIAL REQUIREMENTS : NO SPECIAL REQUIREMENTS
DURATION : 3 Hours
LEVEL : 4:1
DATE : 30 NOV 2022

INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue.
2. **QUESTION ONE IS COMPULSORY**
3. Answer **QUESTION ONE AND ANY THREE (3)** questions.
4. Begin each question on a new page.
5. The number of marks for each question or part question is shown in brackets []
6. Use of practical examples where necessary is encouraged

SECTION A

QUESTION ONE

Strategies for adopting sustainable procurement

Sustainability is on the mainstream agenda of both private and public organisations recognising sustainable procurement as a good practice. It inevitably drives the delivery of improved economic, environmental and social outcomes. It further underpins the achievement of cost effectiveness with capacity to generate value for money and gaining efficiencies internally and across supply chain partners.

This is only achieved if sustainable procurement is integrated throughout the procurement decision-making process. It immediately sends a clear signal to suppliers with respect to the requirements to meet the highest standards of sustainable procurement. Integrating sustainability in procurement decision-making implies that organisations apply whole life costing approach to procurement, dumping the traditional practice of selecting solutions on the basis of the purchase price alone.

Purchasing and supply professionals can achieve sustainable procurement if they engage and collaborate with all stakeholders internally and outside the organisation for effective solutions. Internal stakeholders include user departments, finance and sales and marketing. External stakeholders include upstream and downstream supply chain partners.

This achieves a truly holistic perspective of considering the environment, economic and social aspects of sustainability. Technical issues such as demand management and specifications optimisation will be paramount to effective sustainable procurement outcomes, achieving value for money.

Sustainable procurement becomes priority when setting policy to ensure necessary issues are brought to the fore. This is in consideration of the requirements of the various Climate Change Bills that gave statutory force to governments that target to reduce emissions at a gradual base. The policy on procurement does not need to be in isolation. It must fit into the overall policy of the organisation in both public and private sectors.

It further must fit with the existing sourcing governance and policy structures. It has to be formulated in collaboration with other key disciplines within the organisation. It must,

therefore, be aligned with the sustainable policy as a whole. In order to achieve this requirement, the policy must be robust and meaningful. It must stand up for scrutiny from a wide range of interested parties and must consider their particular needs, including view points and contributions. Ownership of a sustainable procurement policy becomes a vital criterion for success. A sustainable procurement policy that sits outside the overall sustainability policy of the organisation and outside the main sourcing governance structures inevitably create unwanted contradictions and tension.

For the policy to be effective, it must convey a strong, clear message to suppliers and contractors about what the organisation seeks and expects from them. This is only achieved if the organisations are encouraging supply chain management professionals to embrace the highest standard of governance and transparency and being governed by a relevant code of ethics such as the Chartered Institute of Procurement and Supply Code of Ethics and other international conventions such as the International Labour Organisation. Training of the professionals becomes a priority to ensure they are upgraded and developed to master the art and science of responsible sustainable procurement.

Adapted: [Newsday](#)- August 29, 2016

- (a)** Analyse the benefits of formulating sustainable procurement strategies. **(5 Marks)**
- (b)** Evaluate the involvement of key stakeholders to the organisation and the government in the implementation of sustainable procurement. **(15 Marks)**
- (c)** What are the proposed solutions to barriers the organisations face when implementing Sustainable procurement in Zimbabwe. **(5 Marks)**

QUESTION TWO

Explain the triple bottom line principle of sustainable procurement and how these link with each other. **(25 Marks)**

QUESTION THREE

'Sustainable procurement policy is a luxury, which comes with hidden costs that result in mission drift of an organisation'. Comment. **(25 Marks)**

QUESTION FOUR

Discuss the relevance of sustainable procurement in developing countries. **(25 Marks)**

QUESTION FIVE

Evaluate the barriers to achieving sustainable procurement in Zimbabwe. **(25 Marks)**

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