



ZIMBABWE

**MINISTRY OF HIGHER AND TERTIARY EDUCATION,
INNOVATION, SCIENCE AND TECHNOLOGY DEVELOPMENT**

**HIGHER EDUCATION EXAMINATIONS COUNCIL
(HEXCO)**

NATIONAL CERTIFICATE

IN

PURCHASING AND SUPPLY MANAGEMENT

MODULE: Stakeholders Management

PAPER NO: 371/22/M04

DURATION: 3 hours

MAY/JUNE 2024 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1. Answer any five (5) questions.**
- 2. All questions carry equal marks.**

This paper consists of 2 printed pages.

PAPER NO: 371/22/M04 – STAKEHOLDERS MANAGEMENT

QUESTION 1

Describe any five (5) causes of conflict at work place.

(20 marks)

QUESTION 2

Identify and explain any five (5) attributes of a purchasing department with a high status.

(20 marks)

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QUESTION 3

Elaborate on any five (5) stakeholders that a procurement function might have.

(20 marks)

QUESTION 4

Describe the relation between procurement and the following:

a) Production

(10 marks)

b) Accounts

(10 marks)

'M04

QUESTION 5

Discuss the stages of team development within a procurement and supply function.

(20 marks)

QUESTION 6

State and explain any five (5) aspects which can help buyers improve their relationships with suppliers.

(20 marks)

QUESTION 7

State and explain any five (5) benefits of a purchasing manual.

(20 marks)

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IN

PURCHASING AND SUPPLY MANAGEMENT

SUBJECT: Logistics Management

PAPER NO: 371/22/M03

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

1. Answer any five (5) questions.
2. All questions carry equal marks

This paper consists of 2 printed pages.

QUESTION 1

Elaborate on any five (5) advantages of using Air transport. (20 marks)

QUESTION 2

Analyse any five (5) types of transport costs. (20 marks)

QUESTION 3

Outline five (5) determinant factors that influence freight rates in the transportation of goods. (20 marks)

QUESTION 4

Explain the following in cortems:

- a) FAS (4 marks)
- b) CFR (4 marks)
- c) CPT (4 marks)
- d) DDU (4 marks)
- e) FCA (4 marks)

QUESTION 5

State and explain any five (5) benefits of cash on delivery. (20 marks)

QUESTION 6

Outline any five (5) activities involved in inbound logistics and five (5) activities of outbound logistics. (20 marks)

QUESTION 7

Elaborate on any five (5) physical security systems. (20 marks)

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IN

PURCHASING AND SUPPLY MANAGEMENT

**MODULE: Fundamentals of International
Purchasing**

PAPER NO: 371/22/M01

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATES

1. Answer any five (5) questions.
2. All questions carry equal marks.

This paper consists of 3 printed pages.

QUESTION 1

Identify and explain any five (5) documents used in international purchasing.
(20 marks)

QUESTION 2

Outline any five (5) challenges faced in international purchasing. (20 marks)

QUESTION 3

Explain any five methods of financing international purchasing transactions.
(20 marks)

QUESTION 4

Write short notes on the following:

- a) Commercial banks (8 marks)
- b) Central bank (7 marks)
- c) Insurance companies (6 marks)

QUESTION 5

Identify and explain any five sources of information for international suppliers.
(20 marks)

QUESTION 6

List and explain any five (5) factors that are considered in selecting suitable international mode of transport. (20 marks)

QUESTION 7

Explain any five methods of settling disputes in international purchasing.
(20 marks)

QUESTION 8

Write explanatory notes on the following institutions in promoting international purchasing:

a) ZIMRA (10 marks)

b) ZIMTRADE (10 marks)

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PURCHASING AND SUPPLY MANAGEMENT

**MODULE: Fundamentals of International
Purchasing**

PAPER NO: 371/22/M01

DURATION: 3 Hours

JUNE 2026 EXAMINATION

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IN

PURCHASING AND SUPPLY MANAGEMENT

MODULE: Procurement Operations

PAPER NO: 371/25/M02

DURATION: 3 hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1. Answer any five (5) questions.**
- 2. Each question carries twenty (20) marks.**

This paper consists of 3 printed pages.

QUESTION 1

Organisational success depends largely on effective purchasing. Support the above statement. (20 marks)

QUESTION 2

Suggest and explain any five (5) measures that ensure procurement of quality products by purchasing department. (20 marks)

QUESTION 3

Explain any five (5) indicators of high status for purchasing department. (20 marks)

QUESTION 4

Describe any five (5) benefits of doing business with the right supplier. (20 marks)

QUESTION 5

Explain the importance of good work relations between purchasing and the following departments:

- a) Finance
- b) Production
- c) Marketing
- d) Stores

(20 marks)

QUESTION 6

Write short notes on the following:

- a) Just In Time (JIT) (5 marks)
- b) Economic order quantity (EOQ) (5 marks)
- c) Quality control (5 marks)
- d) Trade discount (5 marks)

QUESTION 7

Explain the stages involved in the procurement of goods and services. (20 marks)

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IN

PURCHASING AND SUPPLY MANAGEMENT

**MODULE: Fundamentals of International Paper NO: 371/22/M01
Purchasing**

DURATION: 3 Hours

NOVEMBER/DECEMBER 2025 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1) Answer any five (5) questions.
- 2) All questions carry equal marks.

This paper consists of 2 printed pages.

QUESTION 1

Outline the reasons for buying abroad. (20 marks)

QUESTION 2

Explain the sources of financing international purchasing. (20 marks)

QUESTION 3

List and explain any five (5) documents used in international purchasing. (20 marks)

QUESTION 4

Explain any five (5) factors considered in processing payment in international Purchasing (20 marks)

QUESTION 5

Outline any five (5) sources of information for international purchasing. (20 marks)

QUESTION 6

Describe any five (5) dispute resolution methods in international purchasing. (20 marks)

QUESTION 7

Explain the objectives of SADC as stated in Article 5 of SADC Treaty (1992). (20 marks)

QUESTION 8

Explain any five (5) methods of specifying requirements in international purchasing. (20 marks)

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PURCHASING AND SUPPLY MANAGEMENT

MODULE: Procurement Practice

PAPER NO: 371/22/M02

DURATION: 3 hours

NOVEMBER/DECEMBER 2025 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1. Answer any five (5) questions.**
- 2. Each question carries 20 marks.**

This paper consists of 2 printed pages.

QUESTION 1

Explain any ten (10) attributes of a good supplier.

(20 marks)

QUESTION 2

Identify and explain the stages of the negotiation process.

(20 marks)

QUESTION 3

Describe any five (5) essential elements of total quality management.

(20 marks)

QUESTION 4

Procurement plans and budgets are important tools in procurement. Elaborate on the above statement.

(20 marks)

QUESTION 5

a) Explain arbitration as a method of resolving conflicts.

(5 marks)

b) Outline advantages and disadvantages of arbitration.

(15 marks)

QUESTION 6

Outline the contents of a purchasing manual.

(20 marks)

QUESTION 7

Describe any four (4) procurement methods available to a buying organisation.

(20 marks)

QUESTION 8

Explain ten (10) contents of a purchase requisition.

(20 marks)

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IN

PURCHASING AND SUPPLY MANAGEMENT

**MODULE: Stores and Warehouse
Management**

PAPER NO: 371/22/M05

DURATION: 3 Hours

NOVEMBER/ DECEMBER 2025 EXAMINATION

REQUIREMENTS

Non- programmable calculator.

INSTRUCTIONS TO CANDIDATE

- 1. Answer any five (5) questions.**
- 2. All questions carry equal marks.**

This paper consists of 3 printed pages.

PAPER NO: 371/22/M05 – STORES AND WAREHOUSE MANAGEMENT

QUESTION 1

Justify blind stocktaking to a warehouse dealing with electrical components.
(20 marks)

QUESTION 2

Explain any five (5) characteristics of good warehouse layout. (20 marks)

QUESTION 3

Explain in detail the receiving procedure. (20 marks)

QUESTION 4

Elaborate on any five responsibilities of stores. (20 marks)

QUESTION 5

a) The following relates to requirements of material XYZ at Zondo manufacturing:

- | | | |
|------|--------------------|----------------|
| i) | Maximum usage | 240 units/ day |
| ii) | Normal consumption | 200 units |
| iii) | Lead time | 150 units |
| iv) | Lead time | 250 30 days |
| v) | EOQ | 6 000 units |

b) Draw a properly labelled EOQ graph. (6 marks)

QUESTION 6

Describe any five (5) components of an asset management strategy.
(20 marks)

PAPER NO: 371/22/M05 – STORES AND WAREHOUSE MANAGEMENT

QUESTION 7

Identify and explain any five (5) ways of disposing obsolete stock. (20 marks)

QUESTION 8

Explain any five (5) ways of preventing stock from deterioration while in storage. (20 marks)

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IN

**PURCHASING SUPPLY MANAGEMENT, LOGISTICS AND TRANSPORT
MANAGEMENT**

MODULE: Supply Chain Operations

PAPER NO: 367/22/M07

DURATION: 3 Hours

NOVEMBER/ DECEMBER 2025 EXAMINATION

REQUIREMENTS

1. Blue pen
2. Ruler
3. Calculator

INSTRUCTIONS TO CANDIDATE

1. Answer all questions from Section A.
2. Answer three (3) questions from Section B.

This paper consists of 3 printed pages.

SECTION A (40 marks)

Answer all questions.

QUESTION 1

- a) Explain the following terms:
- i) Ordering costs. (1 mark)
 - ii) Holding costs. (1 mark)
 - iii) Annual costs. (1 mark)
- b) With the aid of a diagram, illustrate the Economic order quantity. (7 marks)
- c) Outline five (5) benefits of a well managed supply chain. (10 marks)

QUESTION 2

Explain any five (5) importance of supply chain integration. (20 marks)

SECTION B (60 marks)

Answer any three (3) questions from this section.

QUESTION 3

Explain five roles of logistics in supply chain. (20 marks)

QUESTION 4

Identify and explain five (5) stages of the procurement cycle? (20 marks)

QUESTION 5

Write short notes on the following terms as used in supply operations:

- a) Performance measurement (5 marks)
- b) Inbound logistics (5 marks)
- c) Supply chain integration (5 marks)
- d) Sourcing (5 marks)

QUESTION 6

Analyse five (5) strategies of reducing supply chain costs?

(20 marks)

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PURCHASING AND SUPPLY MANAGEMENT

MODULE: Stakeholder Management

PAPER NO: 371/22/M04

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1. Answer any five questions.**
- 2. Each question carries equal marks.**

This paper consists of 2 printed pages.

QUESTION 1

State and explain any five factors that determine demand for goods and services. (20 marks)

QUESTION 2

Explain any five objectives of stakeholder management. (20 marks)

QUESTION 3

Describe any five economic factors that have an impact in procurement and supply functions. (20 marks)

QUESTION 4

Explain the influence of any five stakeholders in procurement and supply. (20 marks)

QUESTION 5

Outline the stages of team development. (20 marks)

QUESTION 6

Identify and explain five approaches to building rapport with stakeholders. (20 marks)

QUESTION 7

Explain any five relationships between marketing and purchasing functions. (20 marks)

QUESTION 8

List and explain any five causes of conflict at the work place. (20 marks)

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PURCHASING AND SUPPLY MANAGEMENT

MODULE: Logistics Management

PAPER NO: 371/22/M03

DURATION: 3 Hours

NOVEMBER / DECEMBER 2025 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

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This paper consists of 3 printed pages.

QUESTION 1

Outline any four (4) methods of charging deliveries of goods. (20 marks)

QUESTION 2

Explain any five (5) examples of:

a) Insurable events (10 marks)

b) Uninsurable events (10 marks)

QUESTION 3

Explain any five (5) principles of materials handling. (20 marks)

QUESTION 4

State and explain any five (5) purchasing reports that are produced timeously by the purchasing department. (20 marks)

QUESTION 5

Describe the purpose and contents of the following procurement records:

a) Open order record (4 marks)

b) Tools record (4 marks)

c) Closed order record (4 marks)

d) Contract record (4 marks)

e) Suppliers record (4 marks)

QUESTION 6

a) List any five (5) filing systems. (5 marks)

b) Elaborate on any five (5) filing equipment available to a buyer. (15 marks)

QUESTION 7

Explain any five (5) purposes of packaging in logistics management.
(20 marks)

QUESTION 8

Outline any five (5) security measures that are adhered to in purchasing goods and services.
(20 marks)

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