INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

# FACULTY OF BUSINESS MANAGEMENT

## END OF SEMESTER EXAMINATIONS - DECEMBER 2025

**PROGRAMME: MBA**
**YEAR/SEM: YEAR 2/SEMESTER 1**
**COURSE CODE: MBA 853**
**NAME: E- PROCUREMENT AND E-SUPPLY CHAIN**

**DATE:**
**TIME:**

**INSTRUCTIONS TO CANDIDATES:**

## SECTION A

*Question one is compulsory*

**Question 1:**

**Implementation of Electronic Government Procurement in Uganda**

The Government of Uganda has introduced a centralized Electronic Government Procurement (eGP) system to modernize public procurement and strengthen good governance. This web-based platform is designed to automate and streamline procurement processes across Ministries, Departments, and Agencies (MDAs), replacing the traditional paper-based system previously associated with long lead times, administrative inefficiencies, and corruption scandals.

The launch of eGP represents a major milestone in Uganda's digital transformation agenda, supported by the World Bank through the Regional Communication Infrastructure Program (RCIP), and implemented in partnership with the National Information Technology Authority–Uganda (NITA-U) and other technical agencies. By April 2025, the system had been rolled out to 25 government institutions, with plans to extend it to 420 entities by the end of the 2024/2025 fiscal year.

The eGP platform functions as a secure electronic marketplace where government entities and registered suppliers interact digitally. Suppliers upload product and service catalogs, submit bids, update certifications, and track delivery schedules. Procurement officers access supplier data, evaluate bids, issue purchase orders, and manage contracts. To promote transparency, critical procurement information, including solicitation documents, bid evaluation reports, and contract awards, is accessible to the public through the system.

Initial implementation outcomes indicate significant progress. Government reports show a 30% reduction in procurement cycle time, strengthened supplier competition, improved value for money, and enhanced public confidence in the procurement process. Local small and medium enterprises (SMEs) have gained easier access to bidding opportunities due to reduced manual paperwork and centralized tender visibility.

Despite these gains, several challenges have emerged. Some suppliers, especially in rural areas, struggle with digital literacy gaps, inadequate ICT infrastructure, unstable electricity, and limited internet connectivity. In addition, resistance to change has been observed among some procurement officers accustomed to manual systems and discretionary control over vendor selection. In response, the government is conducting capacity-building initiatives, system enhancement exercises, and regional training programs to ensure effective adoption

and sustainability of the eGP system. (*Source: Imaginary scenario for academic purposes only* )

**Task**

(a) Define the term "electronic government procurement" and explain its relevance to procurement within the country. (10 Marks)

(b) Discuss how the eGP system has improved efficiency and transparency in public procurement in Uganda, citing examples from the case. (10 Marks)

(c) Analyze the key challenges associated with the adoption and implementation of the eGP platform in Uganda and propose practical solutions. (10 Marks)

(d) Examine how the eGP system promotes supplier inclusion and competitiveness, particularly for local SMEs, and identify potential barriers that may still limit supplier participation. (10 Marks)

**Question 2:**

**Web-Based Procurement at Roofings Group**

The rapid digital transformation of supply chains has accelerated the adoption of web-based procurement systems across both public and private sectors. Organizations are increasingly adopting e-procurement architectures that enable transparent, efficient, and automated procurement transactions. Roofings Group, a multinational manufacturing firm operating in East Africa, recently adopted a hybrid web-based procurement model to streamline sourcing, enhance supplier collaboration, and achieve cost savings across its operations in Uganda, Kenya, and Tanzania.

Roofings uses several types of e-marketplace structures to support its procurement strategy. On the supplier engagement side, the organization utilizes a sell-side e-marketplace, where large established suppliers host their online catalogues and offer negotiated prices directly to Roofings. This enables standardized procurement and direct contract-based sourcing, especially for frequently purchased industrial items. To maintain supplier competition and enhance strategic sourcing, Roofings also operates a buy-side e-marketplace through its internal procurement portal. Approved suppliers register, upload qualifications, submit bids electronically, and participate in reverse auctions. This platform centralizes internal procurement workloads, gives the company greater bargaining power, and supports strategic sourcing decisions.

In addition, the firm participates in an independent e-marketplace managed by a third-party procurement service provider. This marketplace aggregates multiple buyers and suppliers, providing price discovery, supplier diversity, and benchmarking advantage. It has been particularly valuable for sourcing new technology equipment and assessing market pricing trends. Due to the nature of its manufacturing operations, Roofings also engages in vertical e-marketplaces that serve specific industries, such as automotive and engineering materials. These platforms allow industry-specific negotiation, standard-compliant product acquisition, and specialized logistics arrangements.

For office supplies, IT accessories, and general administrative items, the organization relies on horizontal e-marketplaces that offer a wide range of products across industries. This ensures competitive pricing and availability for non-core procurement categories. Through this diversified web-based procurement architecture, Roofings Group has reduced procurement cycle time by 25%, enhanced supplier transparency, and achieved cost savings through competitive sourcing. However, challenges such as system integration, supplier digital readiness, and cybersecurity concerns remain ongoing priorities.

(*Source: Imaginary scenario for academic purposes only*)

**Task**

(a) Explain the differences between sell-side and buy-side e-marketplaces and analyze how each supports procurement functions in Roofings Group (10 Marks)

(b) Discuss the role and benefits of independent e-marketplaces in enhancing market efficiency and supplier diversity for Roofings Group (10 Marks)

(c) Compare vertical and horizontal e-marketplaces and evaluate their relevance to Roofing’s strategic and non-strategic procurement needs. (10 Marks)

(d) Identify challenges associated with implementing a multi-architecture web-based procurement system and propose strategies to address them. (10 Marks)

## SECTION B

*Attempt any three questions in section B*

**Question 1:**

(a) With relevant examples, explain the meaning of Direct materials (ORM) and Indirect materials (MRO) as used in electronic procurement (4 marks)

(b) Compare and contrast white collar (ORM) and Blue collar (MRO) in e-procurement (16 marks)

**Question 2:**

(a) Describe the typical organisation's approach to electronic procurement (8 marks)

(b) Discuss the strategic focus of an e-procurement initiative within the organization (12 marks)

**Question 3:**

(a) What do you understand by the following terms used when making the business case for e-procurement?

i. Process efficiencies (2 marks)

ii. Compliance (2 marks)

iii. Leverage (2 marks)

(b) The roles of a procurement specialist are changing rapidly within an organization. As a student of procurement, discuss the changing roles of a procurement specialist with respect to paper-based procurement and e-procurement (14 marks).

**Question 4:**

The development of the e-procurement software eased the process of doing business globally. Discuss the e-procurement software landscape, clearly highlighting the benefits and challenges at each stage (20 marks)

**Question 5:**

(a) Explain the key features of Electronic Government Procurement (10 marks)

(b) What are the benefits of electronic government procurement? (10 marks)

**Question 6:**

(a) Explain the meaning of the following terms as used in e-procurement

i. Enterprise-owned one-to-many models (2 marks)

ii. Electronic market models (2 marks)

(b) Examine the advantages and disadvantages associated with both enterprise and e-market models (16 marks)

**Question 7:**

Discuss the Pros and CONS of e-procurement, clearly highlighting the buyer's side and the seller's side (20 marks)

**Question 8:**

(a) Identify and explain some of the initial investment costs associated with implementing an e-procurement initiative (10 marks)

(b) Elaborate on the concept of Security, Trust, and Supplier-Buyer relationship in line with developing an e-procurement initiative (10 marks)

**Question 9:**

(a) Describe the possible changes that occur to the procurement business process and company culture when an e-procurement initiative is being implemented (10 marks)

(b) What are the ground rules for developing an e-procurement initiative? (10 marks)

**Question 10:**

(a) Using relevant examples, examine the term "legitimate business case." (6 marks)

(b) Elaborate on the key areas of cost/benefit that should be investigated before proposing an e-procurement scenario (14 marks)

**Question 11:**

Discuss the advice and expertise required when adopting an e-procurement software (20 marks)

**Question 12:**

Describe the key phases of an enterprise-wide e-procurement initiative (20 marks)