



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION**

**DEPARTMENT OF MANAGEMENT**

<b>QUALIFICATION : BACHELOR OF BUSINESS MANAGEMENT (HONOURS)</b>	
<b>QUALIFICATION CODE: APM811S</b>	<b>LEVEL: 8</b>
<b>COURSE NAME: Advanced Project Management</b>	<b>COURSE CODE: APM811S</b>
<b>DATE: June 2022</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 Hours</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY EXAMINATION</b>	
<b>EXAMINER(S)</b>	Mr. Joshua Mario, PMP®
<b>MODERATOR:</b>	Mr. Daniel Kandjimi

<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li>1. All questions are compulsory</li><li>2. Read the case studies and questions carefully, before you answer.</li><li>3. Number your answers according to the numbering structure provided in the question paper.</li><li>4. You will be penalised for illegible handwriting.</li><li>5. The Question Paper is applicable to full-time, part-time, and distance students.</li></ol>

**PERMISSIBLE MATERIALS**

[None]

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





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## **CASE STUDY**

### **Project A**

#### **NAMIBBOU HOUSING SCHEME ONDANGWA**

**CONTRACT VALUE:** Phase1 – N\$58 555 403

Phase2 – N\$64 468 900

Phase3 – N\$23 944 696

**CLIENT:** NamibBou

**LOCATION:** Ondangwa

**COUNTRY:** Namibia

The total size of the project (Phase 1 – Phase 6) includes more than 900 erven to be serviced. The first three phases of the project consisted of servicing +/-450 erven with water and sewer reticulation infrastructure, as well as bitumen roads and storm water infrastructure.

Lithon was appointed to conduct a feasibility study for the project and carry out all designs related to the provision of municipal infrastructure. The procurement, contract administration, and construction supervision was also done by Lithon from inception to completion.

Lithon staff responsibilities included reporting on feasibility, design of all infrastructure (water, sewer, roads, and storm water), as well as procurement, contract administration, and construction monitoring.

Source: <https://www.lithon.com/ondangwa-ext17-ext22-namibbou/>

### **Project B**

#### **NAMCOR RETAIL FUEL STATION IN OTAVI**

**CONTRACT VALUE:** N\$21 MILLION

**CLIENT:** NATIONAL Petroleum Corporation of Namibia (NAMCOR)

**LOCATION:** Erven 82 & 85

**COUNTRY:** Namibia



Planning, design, and construction supervision of the new fuel station, which included all forecourt components and a convenience store/shop.

The engineering disciplines included Civil, Structural, Mechanical, and Electrical. New building services required were sewer, storm water, fire protection, domestic water supply, bulk and domestic electrical supplies, stand-by generator, air-conditioning & ventilation, refrigeration, LPG, kitchen equipment, access control, CCTV, and ITC systems. Site works included bulk earthworks, layer works, reinforced concrete, surfacing, paving, kerbing, parking with road signage and markings.

The forecourt works included the steel canopy structure, underground fuel tanks, product lines, electrical and communication, dispensers, spill containment areas, oil separator, storm water, 3 pump islands, and 2 CoCs.

#### **DESCRIPTION OF SERVICES**

- Client liaison and coordination.
- Principle Agent.
- Coordination and management of project team, including architect, QS, branding consultant, shop fitting contractor, and specialist service providers.
- Site Surveys.
- Geo-Technical Investigations.
- Preliminary designs and estimates.
- Detailed design of all Civil, Structural, Mechanical, and Electrical works.
- Contract documentation and procurement.
- Construction supervision.

Source: <https://www.lithon.com/namcor-retail-fuel-station-in-otavi/>

**Answer the following questions based on the case studies (Projects A and B) provided.**

#### **QUESTION 1**

In the 21<sup>st</sup> century, the discipline of project management has gained popularity, however, the environment in which projects operate is complex. With relevant examples from the case studies discuss the environmental factors that may affect projects globally. (20)

#### **QUESTION 2**

Project A makes reference to staff responsibilities, as a project management expert, outline the characteristics of a high performing team, the stages of team development model and the conditions of a high performing project team. (20)





### QUESTION 3

Read through project B on NAMCOR retail fuel station in Otavi and answer the following questions.

3.1. Define the term strategic management and explain the importance of aligning a project to the organisation's strategy. (5)

3.2. An Organisation's structure is critical to a project's success discuss different types of organisational structures and which one would you recommend to NAMCOR and why. (15)  
[20]

### QUESTION 4

Project A has a high budget thus making it more critical due to the probability of high risks. Answer the following questions.

4.1. Define concept of risk management in project Management (5)

4.2. Identify and discuss any possible risks in project A that may hinder the project execution/completion should they occur. (15)  
[20]

### QUESTION 5

You have been appointed to manage both projects A and B due to your experience and exposure to project management. Briefly discuss the benefits and how to manage multiple projects and the importance of the project management office (PMO). (20)

**TOTAL MARKS = [100]**

Dr. Asa R Asa