NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF MARKETING, LOGISTICS AND SPORT MANAGEMENT

QUALIFICATION: POSTGRADUATE DIPLOMA: PROCUREMENT MANAGEMENT	
QUALIFICATION CODE: 08PDPM	**LEVEL: 8**
COURSE CODE: LPM802S	**COURSE NAME**: LEADERSHIP AND PROJECT MANAGEMENT
SESSION: NOVEMBER 2022	**PAPER:** THEORY
DURATION: 3 HOURS	**MARKS:** 100
FIRST OPPORTUNITY EXAMINATION	
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INSTRUCTIONS	

- This question paper is divided into Section A, B and C
- Answer **ALL QUESTIONS in Section A and B**
- Answer **ONE question in Section C**
- Marks are provided in each section
- Be as clear as possible
- Read each question carefully
- Be guided by the mark allocation regarding how much to write on each question
- Number your answers appropriately

THIS FIRST OPPORTUNITY EXAM PAPER CONSISTS OF 6 PAGES (Including this front page)

SECTION A - MULTIPLE CHOICE QUESTIONS: Q1.1 - Q 1.20 [TOTAL MARKS - 40]

1) In the _____ stage of the project life cycle, project objectives are established, teams are formed, and major responsibilities are assigned.
   a) Identifying
   b) Defining
   c) Planning
   d) Executing
   e) Closing

2) In the _____ stage of the project life cycle, a major portion of the physical project work performed.
   a) Identifying
   b) Defining
   c) Planning
   d) Executing
   e) Closing

3) Which of the following represents the correct order of stages within the project life cycle
   a) Initiation, Defining, Executing, Closing, After project phase
   b) Initiation, Closing, Planning, Executing, After project phase
   c) Initiation, Planning, Executing, Closing, After project phase
   d) Initiation, Executing, Planning, Closing, After project phase
   e) Initiation, Planning, Closing, Executing, After project phase

4) The nature of information technology projects is different from projects in many other industries because they are very _____.
   a) Technical
   b) Expensive
   c) Diverse
   d) Challenging

5) The following is NOT true about project management
   a) It is not limited to the private sector
   b) Many opportunities are available for individuals interested in this career path
   c) It improves one's ability to plan, implement and manage activities to accomplish specific organizational objectives
   d) It focuses primarily on technical processes

6) A _____ is a product or service, such as a technical report, a training session, or hardware, produced or provided as part of a project.
   a) Tangible goal
   b) Work package
   c) Product
   d) Deliverable

7) Every project is constrained in different ways by its scope, time, and cost goals and are known as the;
   a) Triple bottom
   b) Triple line
   c) Triple constraints
   d) Projects constraints

8) _____ is the longest path through a network diagram that determines the earliest completion of a project.
a) Critical path
b) Timelines
c) Milestone
d) Project matrix

9) Good project managers do not assume that their definition of _____ is the same as the sponsors
a) Deliverables
b) Success
c) Timeline
d) Scope

10) Personnel in a _____ organizational structure often report to two or more bosses.
a) Hybrid
b) Matrix
c) Functional
d) Influence

11) You are in the process of establishing a knowledge management system for your project. Which of the following actions will be the least beneficial in this process?
a) Reviewing the lesson learned register
b) Monitoring stakeholder engagement
c) Examining the resource breakdown structure
d) Studying the project team assignments

12) A multi-phase project has reached a phase gate. The key project stakeholders want to determine if the phase has met its success criteria and if the project should proceed to the next phase. In addition to the project management plan, which documents will be required?
a) Risk register and risk report
b) Lessons learned register and lessons learned repository
c) Business documents and project charter
d) Agreements including procurement contracts

13) While reviewing your project's performance, you discover a significant variance. If the issue is not fixed before the next customer inspection, your project might be cancelled. However, after a further review conducted by the project team, you are glad to hear that bringing the project back on track requires only a minor correction to a configuration element. What should you do first?
a) Implement the corrective action
b) Submit a change request
c) Consult the project sponsor
d) Delay the customer inspection

14) You are assigned to a software development project, and you are conducting a product review with an important client. Although the deliverables were previously verified, the client detects a defect and rejects one of the deliverables. What should you do?
a) Submit a change request to fix the deliverable
b) Refund the customer for the value of the deliverable

c) Ask the project team to repair the defect
d) Begin the claims administration process

15) A team member submits a draft of the requirements management plan to the project manager for a review. The project manager notices that one of the components included in the plan does not belong there. Which of the following components did the project manager most likely notice?
   a) A process that describes how the project requirements will be prioritized
   b) The metrics that will be used and the rationale for using them
   c) A process that specifies how a project scope statement will be prepared
   d) How requirement activities will be planned, tracked, and reported

16) You are about to start planning for a large and complex project. Due to the size of the project along with the regulatory and environmental considerations, the development of a detailed project management plan will be critical. As a starting point for initial project planning, what is the first thing you should do?
   a) Conduct a project kick-off meeting to inform and engage stakeholders and gain commitment
   b) Review the project charter to understand the high-level information about the project
   c) Begin the process of identifying stakeholders so they can be engaged as necessary for project planning
   d) Share the project scope statement with the project team for a common understanding of project deliverables

17) You are facing problems decomposing the testing work package into the final activities required to complete the work package. Detailed testing plans and activities cannot be determined until the system is at least 50% developed and more details become available. The system development work package will take at least three months to complete. What is the best way to resolve this problem?
   a) Use product analysis techniques such as product breakdown and systems analysis to decompose the system testing work package
   b) Decompose the system development work package now and decompose the system testing work package later
   c) Break down the project into multiple phases so that the system testing work package goes into the second project phase
   d) Consult the project management plan to determine what to do in this situation

18) You are part of a project team designing a new type of a vehicle. You are about to begin work on a work package for the braking system of the vehicle and want to review the acceptance criteria before starting the work. Where can you find this information?
   a) Project management plan
   b) Activity attributes
   c) Requirements documentation
   d) The WBS dictionary

19) Two team members are arguing over how to organize the work packages in the work breakdown structure (WBS). One says the work packages should be arranged in the order the work is planned to be carried out, while the other insists the order of the work packages in the WBS does not matter. The two ask the project manager for advice. What is the project manager's best response?
   a) Work is decomposed and sequenced in the Define Activities process.
   b) Any approach is good as long as the team members avoid the conflict.
   c) The chronological order of tasks is defined in the Sequence Activities process.

d) The approach should be defined by the project management office (PMO).

20) You are managing a project to build a house for a private client. A few weeks before the project's planned completion date, the client calls and asks to add an outdoor sauna to the property. You analyse the project schedule and determine that this change would be fairly easy to implement without having an impact on the completion date. What should you do first?
   a) Begin construction since the project completion date is not violated
   b) Review the requested change against all project constraints
   c) Have the sponsor verify if the change violates construction regulations
   d) Consult with the change control board on how to handle the change

SECTION B - TRUE/ FALSE QUESTIONS: Q2.1 - Q 2.20 [TOTAL MARKS - 40]

	Question 2; Please state whether below statements are True or False	True	False
1	A project is a temporary endeavour undertaken to create a unique product, service, or result.		
2	A sudden change of environmental conditions is not a reason for a project.		
3	The project scope definition is part of the execution phase.		
4	Management is the direction of socio-technical systems in personal and factual terms with the help of professional methods.		
5	In an influence project organization, the decisions are taken in the line functions.		
6	The project manager in a pure project organization has full authority over the project team members.		
7	In a project you always start with the fine planning and then take care of the rough structures.		
8	Stakeholder specific communication is not important for project management.		
9	A team is an association of people collaborating with common goals.		
10	There is only one process model for project procedures.		
11	Project management is the entirety of the organizational units and the construction and process-oriented rules for the goal-oriented development of a project.		
12	When planning the project structure, it is better to not involve the team in order to have no disruptions or get to many opinions.		
13	A stakeholder is a person or organization that has a legitimate interest in a project or entity.		
14	A milestone is a deadline with certain project results/deliverables.		
15	The project organization shall ensure a project framework for the goal oriented interaction of the project participants and smooth running of the project.		
16	It is possible to identify possible relationships between the tasks in a list overview.		
17	The goal of project monitoring is to identify deviations and initiate countermeasures		
18	In a pure project organization, the project team stays in their line function for the project duration.		
19	At the end of a project, no handover is needed.		
20	Project scheduling comes after the design of the project structure.		

SECTION C - ESSAY QUESTIONS - ANSWER ONLY ONE QUESTION IN THIS SECTION

<u>Question 3 (20 marks)</u>

You are working in a company that is producing fountain pens. You were part of the research team which identified the opportunity to develop a new pen which used way less ink and is more sustainable. The senior leaders have nominated you to follow this opportunity with a project team. You will be the project leader and you can choose a team of experts that will directly reporting to you and have no other daily tasks. You have full project authority and can take the decision in order to bring this concept to an actual sellable product.

3.1 Explain what type of project organization was adopted? (5 marks)

3.2 Show the project structure graphically, and discuss why it fits the project at hand? (15 marks)

<u>Question 4 (20 marks)</u>

Imagine below activities involved in house building project

Activity	Description	Duration
A	Build foundation	5
B	Build walls and ceilings	8
C	Build roof	10
D	Complete electrical wiring and plumbing	5
E	Complete all the windows works	4
F	Tiling work	6
G	Paint house	3

4.1 Outline the predecessor? (10 marks)

4.2 Draw a project scheduling/network, (critical path) for the above. (10 marks)

END OF FIRST OPPORTUNITY EXAMINATION