



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY
FACULTY OF MANAGEMENT SCIENCES**

DEPARTMENT OF MARKETING AND LOGISTICS

QUALIFICATION: DEPARTMENT OF MARKETING, LOGISTICS AND SPORT MANAGEMENT	
QUALIFICATION CODE: 08PDPM	LEVEL: 8
COURSE CODE: LPM802S	COURSE NAME: LEADERSHIP AND PROJECT MANAGEMENT
SESSION: NOVEMBER 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100
FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Mr. Linus Hamukoto
MODERATOR:	Mr. Bonny Chicken
INSTRUCTIONS	
<ol style="list-style-type: none">1. Answer ALL the questions.2. Write clearly and neatly.3. Number your answers.	

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

SECTION A

QUESTION 1: Fill-in the correct answers

(40 MARKS)

There are 20 Fill-in questions requiring you to fill-in the correct response for each. Each question is equivalent to 2 marks.

- 1.1. The systematic approach to dealing with organizational change is referred to as _____.
2 Marks
- 1.2. The Central Procurement Board of Namibia has awarded Messrs. ABC Contractors, a general contractor, to oversee the engineering design, procurement, construction, and associated services for the Green Hydrogen Project for the Ministry of Mines and Energy. This type of BT model is called _____.
2 Marks
- 1.3. Acquiring a _____ is the process of validating human resource availability and assembling the requisite team to execute project activities effectively.
2 Marks
- 1.4. _____ is a financing scheme where investors are paid using the capital of new investors, rather than from profit earned by the operation of the business.
2 Marks
- 1.5. MTC Namibia is engaging in raising capital through the sale of shares to members of the public. This will allow MTC Namibia to obtain the necessary funds required to upgrade its network facility through a project initiative, to help it improve its market competitiveness. This type of financing is referred to as _____.
2 Marks
- 1.6. When a construction project is characterized by proneness to frequent changes, where time is the critical factor and uncertainty regarding overall scope and scale, such project is best executed through _____.
2 Marks
- 1.7. _____ is an assessment model of how individuals navigate and adapt to change.
2 Marks
- 1.8. _____ is an umbrella term encompassing a range of activities designed to strengthen interpersonal relationships and clarify roles within teams, often through collaborative tasks and exercises.
2 Marks
- 1.9. In your role as a project manager, you are presently engaged in determining the complete scope of the project to establish detailed project objectives. In this endeavor, you engage with pertinent stakeholders and thoroughly examine all aspects, including scope, cost, time, risk, quality, and more. This phase of the project management process is called _____.
2 Marks
- 1.10. When developing a _____, the project manager aligns project deliverables with organizational goals and secures the necessary resources and approvals.
2 Marks
- 1.11. _____ is a process in the project planning phase, which primarily focuses on understanding stakeholder needs and translating them into detailed project requirements.
2 Marks
- 1.12. _____ is an activity in project planning that is directly linked to defining the sequence and duration of project activities to ensure timely completion.
2 Marks

- 1.13. An _____, is type of project structure where the responsibility for the project typically confined to one functional area, with employees working on the project part-time. 2 Marks

Using your knowledge on the Belbin Team Roles Model, fill in the missing terms:

- 1.14. In a team, the _____ role is often the one who provides ideas and creative solutions. 2 Marks
- 1.15. The _____ role is crucial for keeping the team organized, ensuring deadlines are met, and maintaining focus on objectives. 2 Marks
- 1.16. During challenging situations, the team benefits from having a _____ who can provide a calm and steady influence. 2 Marks
- 1.17. In a team, the _____ role is typically the one who challenges assumptions and ensures thorough examination of ideas. 2 Marks
- 1.18. For fostering strong team relationships and resolving conflicts, having a team member in the _____ role is highly beneficial. 2 Marks
- 1.19. The _____ role involves providing practical insights, expertise, and specialized knowledge to enhance team performance. 2 Marks
- 1.20. In order to drive the team forward and turn ideas into action, the _____ role is essential. (40 marks)

SECTION A: 40 TOTAL MARKS

SECTION B (60 MARKS)

QUESTION 2

The Government of the Republic of Namibia, through the Namibia Water Corporation (NamWater) and in partnership with the Ministry of Agriculture, Water and Land Reform (MAWLR), has initiated the Coastal Desalination and Water Supply Expansion Project to secure sustainable water resources for the Erongo Region. This region, home to major towns such as Walvis Bay, Swakopmund, and Arandis, faces increasing water demand due to rapid industrial growth, urban expansion, and mining activities, particularly in uranium extraction.

The project seeks to expand the capacity of the existing Erongo Desalination Plant, upgrade water transmission pipelines, and introduce smart water monitoring and control systems to improve efficiency and reduce losses. It also includes the construction of new storage reservoirs and rehabilitation of aging water infrastructure to ensure reliable supply. Environmental sustainability is a key focus, with plans for solar-powered pumping systems and brine management to minimize ecological impact.

Stakeholders include NamWater, local authorities (Walvis Bay Municipality, Swakopmund Municipality), the Erongo Regional Council, environmental NGOs, and community representatives. The project is partly funded by the African Development Bank (AfDB) and the Government of Namibia, with implementation expected over five years.

Using the Coastal Desalination and Water Supply Expansion Project as an example, discuss the five key phases of the project lifecycle. For each phase, outline two (2) key activities and two (2) deliverables that would ensure the successful completion of this national infrastructure initiative.

(25 MARKS)

QUESTION 3

The Ministry of Health and Social Services (MoHSS) in Namibia has initiated a project to construct a new regional hospital in the Kavango West Region to improve access to quality healthcare services for rural communities. Before the project can officially begin, the project team must develop a Project Charter that formally authorizes the project and outlines its objectives, scope, and stakeholders.

Using the Kavango West Regional Hospital Construction Project as an example, identify and explain the five (5) key inputs required to develop the Project Charter. For each input, provide a brief explanation and application to the given case study.

(10 MARKS)

QUESTION 4

The Roads Authority (RA) in Namibia is planning the Trans-Kunene Highway Upgrade Project to improve transport connectivity between the northern and central regions of Namibia. The project will involve road construction, bridge rehabilitation, and community resettlement in some areas.

As part of project planning, it is important to develop a Stakeholder Matrix to identify key stakeholders, their roles, and their level of influence or power over the project.

Using the Trans-Kunene Highway Upgrade Project as a case study, develop a Stakeholder Matrix listing at least five key stakeholders, their roles in the project, and their influence/power (high, medium, or low). Provide a brief justification for each stakeholder's influence rating.

(20 MARKS)

QUESTION 5

List the 5 stages of the Change Curve, or Kübler Ross' Change Curve Model?

(5 MARKS)

SECTION B: 60 TOTAL MARKS

TOTAL: 100 MARKS