



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF MARKETING, LOGISTICS AND SPORT MANAGEMENT

QUALIFICATION: BACHELOR OF TRANSPORT MANAGEMENT BACHELOR OF PROCUREMENT AND SUPPLY CHAIN MANAGEMENT	
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COURSE CODE: LMP711S	COURSE NAME: LEADING AND MANAGING PROJECTS
SESSION: JUNE 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
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INSTRUCTIONS
1. Answer ALL the questions. 2. Read all the questions carefully before answering. 3. Number the answers clearly

THIS QUESTION PAPER CONSISTS OF 6 PAGES (Including this front page)

QUESTION 1

[30 Marks]

1.1 All of the below are inputs of the Define scope process except

- A. Project Charter
- B. Requirements Documentation
- C. Organizational Process Assets
- D. Project Management Plan

1.2 What are the processes of a project life cycle?

- A. Planning -Initiation -Execution -Closure -Monitoring and Controlling
- B. Initiation – Planning – Execution – Monitoring – Closing
- C. Initiation – Agile Planning – Execution – Monitoring and Controlling – Closing
- D. Initiation – Waterfall Planning process – Implementation – Monitoring and Control – Closing.

1.3 Estimate Costs is defined as

- A. The processes involved in planning, estimating, budgeting, financing, funding, managing and controlling costs so that the project can be completed within the approved budget.
- B. The process of developing an approximation of the monetary resources needed to complete project work.
- C. The process of defining how the project costs will be estimated, budgeted, managed, monitored, and controlled.
- D. The process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline.

1.4 What is Project Quality Management concerned with?

- A. Producing zero defects
- B. Increasing profits
- C. Ensuring effective Project Management
- D. The quality of a project

1.5 The WBS is a deliverable-oriented hierarchical decomposition of the work to be executed by the project team, to accomplish the project objectives. This is created as part of:

- A. Project Integration Management
- B. Project Scope Management
- C. Project Procurement Management
- D. Project Schedule Management

1.6 What process involves making needed information available to project

stakeholders in a timely manner?

- A. Performance Reporting
- B. Information Distribution
- C. Managing Stakeholder
- D. Communications planning

1.7 As the number of people involved in a project _____, the complexity of communications _____.

- A. Increases, Decreases
- B. Decreases, Increases
- C. Increases, Increases
- D. Increases, Stays Constant

1.8 The planning process is best described as:

- A. Is a process of a project management lifecycle where a new project idea is formally recognized, evaluated, and authorized to proceed, essentially establishing the project's purpose, scope, key stakeholders, and initial plan to ensure alignment with business needs before moving into the planning phase;
- B. Is crucial process in project management where the progress of a project is continuously tracked, compared against the original plan, and necessary adjustments are made to ensure the project stays on schedule, within budget, and meets its objectives;
- C. Is a crucial process in a project management lifecycle where the planned activities are put into action, essentially the "doing" part of the project, where the team actively works to complete tasks and deliver the project deliverables according to the established plan;
- D. Is a crucial process in project management where a project manager and team define the project scope, goals, timeline, budget, resources, tasks, and potential risks, essentially creating a detailed roadmap to guide the project execution and ensure its successful completion within set parameters.

1.9 What factors are used to determine the project life cycle approach that will be used?

- A. Complexity
- B. Availability of Resources
- C. Technological Support required
- D. All

- 1.10 Project attributes are;
- A. Collection of programs, Unique purpose, set for a period, that considers uncertainty.
 - B. Set for a period, with a unique purpose, developed with elaboration, considering uncertainty with a primary sponsor.
 - C. Has a unique purpose considering uncertainty and a set period, with no sponsor and progressive elaboration?
 - D. A permanent program with a unique purpose developed through progressive elaborations while considering uncertainty with no sponsors.
- 1.11 Which of the following statements best describes a project scope?
- A. The processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully.
 - B. The features and functions that characterize a product, service, or result.
 - C. The work performed to deliver a product, service, or result with the specified features and functions. The term "project scope" is sometimes viewed as including product scope.
 - D. The scope management plan is a component of the project or program management plan that describes how the scope will be defined, developed, monitored, controlled, and validated.
- 1.12 Which of the following statements best describes a product scope?
- A. The processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully.
 - B. The features and functions that characterize a product, service, or result.
 - C. The work performed to deliver a product, service, or result with the specified features and functions. The term "project scope" is sometimes viewed as including product scope.
 - D. The scope management plan is a component of the project or program management plan that describes how the scope will be defined, developed, monitored, controlled, and validated.
- 1.13 A Project Charter includes:
- A. Precedence diagramming methods
 - B. Task estimates
 - C. Detailed resource estimates
 - D. The business need for the project
- 1.14 The customer wants to make a major change in the project scope when the project is mostly complete. The project manager should.
- A. Make the change
 - B. Inform the customer of the impact of the change
 - C. Refuse the change
 - D. Complain to management

1.15 In which phase is feasibility studies performed?

- A. Initiation
- B. Planning
- C. Execution
- D. Closing

Question 2

[10 Marks]

As a Project Management expert, by means of providing an example differentiate between Portfolio Management, Project Management and Programme Management as well as the overall importance of managing projects/portfolios/programmes. The examples provided must clearly outline the linkages between these three terms.

Question 3

[10 Marks]

Briefly elaborate what the Project Cost Management and Project Resources Management is about.

Question 4

[10 Marks]

Namibia has received very good rains over the first three months of the year 2025. Unfortunately, many of the roads and bridges collapsed due to many factors such as aging amongst others. The bridge between Rehoboth and Windhoek was one of the bridges that has succumbed to these heavy rainfalls. The German Government through bilateral programs have availed technical and financial assistance amounting to N\$ 3 million to construct a temporary road for commuters between Rehoboth and Windhoek as well as the re-construction of the bridge. You have been selected as a project manager to oversee this project and the Honourable Veikko Nekundi has duly requested you to identify the Enterprise Environmental Factors and Organizational Process Assets as well as how they may affect the project. Provide atleast 2 of each.

Question 5

[15 Marks]

The Honourable Veikko Nekundi was further requested to give an update at the next cabinet on the possible risks of the project mentioned in question 4 and how his team is managing these risks. Identify two project risks one being an individual risk and the other being an overall project risk. Clearly state which one is individual and which one is the overall project risk. Subsequently, clearly analyse the risk by taking them through the project risk management processes.

Question 6**[10 Marks]**

Draw a Schedule/network diagram of the activities in the table below

Activity	Predecessor
A	-
B	-
C	A
D	B
E	C,D
F	D
G	E
I	G
J	F
K	I,J

Question 8**[15 Marks]**

You are a project manager at Ministry of Works and Transport and have recently appointed a Fleet Officers who is responsible for working on the procurement of new fleet for the high-level officers as the current fleet is aging and has become economically unviable to maintain. You have duly directed the newly appointed Fleet Officer to utilise the RACI matrix as a tool for proper coordination and allocation of resources on this project. In your own words, explain what is a RACI Matrix, the advantages of it and draw the RACI Matrix for this project.

GRAND TOTAL: 100 MARKS**END OF QUESTION PAPER**